

# FINANCIAL TIMES

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the week  
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World Business Newspaper <http://www.FT.com>

MONDAY MARCH 24 1997

## Crédit Lyonnais head raises stakes in Brussels row

Crédit Lyonnais chairman Jean Peyrelevade suggested he would resign if the European Commission forced him to sell off many more of the French state-owned bank's activities. In an interview with the FT, he said: "You cannot have any further significant reduction in the perimeter of the bank without destroying it." The French government is expected to submit a privatisation plan for the bank to European competition authorities in Brussels within weeks. Page 19

**Fears over Asian car output:** Asia's car production capacity is growing far in excess of demand in the region, creating a risk of a serious shake-out by the end of the decade, a survey by business research concern DRI/McGraw-Hill shows. Page 18

**Disney in Tokyo refinancing deal:** US entertainment company Walt Disney negotiated a ground-breaking deal to refinance a ¥75.4bn (\$579m) loan which is backed by future royalties from Tokyo Disneyland, the world's most frequently visited theme park. Page 19

**Communists attack Yeltsin:** Russian president Boris Yeltsin faced a chorus of Communist criticism over his Nato policy after his return from the Helsinki summit, while western leaders hailed the two-day meeting between Mr Yeltsin and US president Bill Clinton as a breakthrough. Page 2

**C&W publishes offer document:** UK-based telecommunications group Cable and Wireless will today publish the offer document for the formation of Cable and Wireless Communications. The company will be formed from C&W subsidiary Mercury Communications, with UK cable companies Nynex CableComms, Bell CableMedia and Videotron. Page 19

**Delay likely for Bass deal:** A UK government ruling on Bass's proposed £200m (\$318m) acquisition of rival Carlsberg-Tetley is expected to be delayed until a new government is formed after May 1. Page 18; Lex, Page 18

**UK 'is prepared' for single currency:** British industry is ill-prepared for the European single currency, finance directors of Britain's largest companies say in a report. Page 7

**Record capital flows:** Record levels of private capital flowed to developing countries last year, driven by "good" macroeconomic policies, infrastructure privatisation and investors' thirst for higher yields, a World Bank report says. Page 6

**Cuba trade talks restart:** Talks between the US and the European Union resume in Brussels today. They aim to avert confrontation over US legislation designed to penalise foreign investors in Cuba. Page 4

**Spain to release 'dirty war' secrets:** The Spanish government is to release secret service documents on the "dirty war" waged under the previous Socialist administration against Basque militants. Page 2

**Lithuanian nuclear plant 'unsafe':** Lithuania's nuclear power station at Ignalina is unsafe and should be shut down pending safety improvements, a group of international nuclear experts said. The station supplies 65 per cent of the country's needs. Page 2

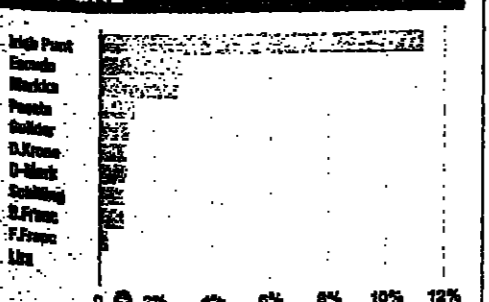
**Six-day opening likely for French banks:** France's commercial banks may soon open branches six days a week and introduce more flexible working hours following an overhaul of 60-year-old legislation. Page 2

**TB control 'offers economic benefits':** Control of tuberculosis would bring big economic returns as well as health and social benefits, the World Health Organisation says. TB kills an estimated 3m people a year. Page 6

**Tulu regains cross-country title:** Ethiopian runner Derartu Tulu narrowly beat Britain's Paula Radcliffe in Turin to win the women's world cross-country title for the second time. Defending champion Getenesh Wami from Ethiopia was third.

**European Monetary System:** The Irish punt strengthened its position at the top of the EMS grid last week, while the Italian lira remained under heavy pressure. The Danish krone rose three places in the grid. Currencies. Page 27

**EMS: Grid** March 21, 1997



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the quid which move in a 2.25 per cent band.

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## UK 'to veto' defence plan

By Caroline Southey in  
Brussels and Lionel Barber  
in London

France and Germany push for closer EU ties

France and Germany will tomorrow launch a fresh initiative for closer co-operation on European Union defence policy, in an effort to reinvigorate the Maastricht treaty review conference. Backed by Italy, Spain and Belgium, the initiative proposes a phased integration of the EU and the Western European Union (WEU), its fledgling defence policy arm. Britain is vehemently opposed to the idea and has threatened to veto it. The UK believes EU/WEU integration is impractical because the two do not have the same membership - four EU countries are

not WEU members. And the proposal has provoked reservations among those four "neutral" states - Ireland, Finland, Sweden and Austria. Sweden in particular faces a domestic backlash if it agrees to proposals threatening its neutrality. The initiative - described as "politically significant" by a senior EU diplomat - is being unveiled on the 40th anniversary of the Treaty of Rome. EU foreign ministers convene in Rome tomorrow to celebrate the anniversary. However, senior WEU officials are unenthusiastic about a full-scale merger, which they believe could lead to crossed

lines with Nato, the Atlantic alliance. The WEU does not have any defence capacity independent of Nato, and would rely on the alliance for troops and equipment. The Franco-German initiative envisages EU leaders signing a protocol at the intergovernmental conference (IGC) committing the union to full integration with the WEU, and it proposes integration should take place in three phases. In the first phase the EU would be able to call on the WEU to fulfil peacekeeping tasks, including humanitarian operations. This proposal was also included in the IGC pro-

posals tabled at the EU Dublin summit in December. Under the second phase the European Council of Ministers would be given the power to set guidelines and define policy for the WEU. Under the third, the two organisations would become fully integrated. The foreign ministers will also discuss a new text drawn up by the Dutch presidency aimed at narrowing differences at the intergovernmental conference. It covers six areas, and the foreign ministers hope to agree on it at their Amsterdam summit in June. The six areas are: institutional reform, including major-

ity voting; fundamental rights; justice and home affairs; common foreign and security policy; the legal personality of the union; and closer co-operation between countries favouring faster integration. The concept of "closer co-operation" has replaced the earlier term of "flexibility" which provoked opposition among some members who feared it could lead to an elite grouping within the EU. Before the Rome meeting the ministers convene today in Brussels to consider the EU's involvement in Albania. Ms Emma Bonino, the European commissioner for humanitarian aid, will warn that no aid can be delivered unless security measures are taken to protect staff and convoys.

## Market set for flood of Russian overseas bond issues

By Edward Luce

Russia's Central Asian Republic of Tatarstan is the latest in a lengthening queue of Russian entities to announce plans for forthcoming overseas bond issues.

Russia's cities, autonomous republics and companies are desperate for hard currency and there is a growing appetite for Russian debt on the world's capital markets.

The Russian Federation launched its second international debt offering earlier this month after the success of the first last September, paving the way for a flood of non-sovereign Russian bond issues later this year.

The cities of Moscow and St Petersburg are expected to be among the first to tap the international debt markets in the next few weeks, with eurobonds of between \$300m and \$400m apiece.

Others planning to borrow overseas include Red October, Russia's oldest confectionery group, and the Russian railway ministry.

The regional government of Sverdlovsk has appointed WestMerchant Bank to lead manage a \$100m eurobond offering, while AO Tatneft, Tatarstan's main oil company, has recommended Dresdner Kleinwort Benson to manage its issue.

Ros Telecom, Russia's long-distance phone company, and Gazprom and Lukoil, the natural resource conglomerates, are thought to be considering dollar bond offerings.

"There is very strong investor appetite for all types of Russian debt," said a syndicate official at WestMerchant Bank in London. "At the moment there are only two international Russian bonds in the market so there is a large gap waiting to be filled."

Bond analysts say political uncertainty had delayed the launch of planned bond issues, but President Yeltsin's

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Yeltsin faces flak, Page 2  
Moscow outsider, Page 16  
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## Hopes grow for German steel merger

By Peter Norman in Bonn

The likelihood that German steelmaker Krupp Hoesch and rival Thyssen will agree to form a joint steel company increased at the weekend as political and trade union pressure for an amicable settlement grew in reaction to Krupp's hostile bid for Thyssen last week.

But while the chief executives of the two companies pressed on with negotiations, Krupp and its advisers continued preparations to revive the cash offer to Thyssen shareholders, should the talks fail.

Krupp Hoesch's supervisory board met in Essen on Saturday to discuss the company's next move following the bid of DM435 (\$257) per share launched by Mr Gerhard Cromme, Krupp's chief executive, for the larger Thyssen group. It agreed to meet again on April 2.

By then, the deadline of Thursday March 27, set by Krupp for completion of the talks, will have passed, and Thyssen, whose supervisory board meets on Thursday, should have decided whether to pursue a steel merger.

In an interview with a Sunday newspaper, Mr Dieter Vogel, Thyssen chief executive, said the aim of the negotiations was to form a joint steel company "under the leadership of Thyssen".

Although Krupp bid for the whole of Thyssen, it is thought that it would accept such a

solution provided other conditions were met, because it would achieve about 70 per cent of the synergies expected from the original bid.

However, Krupp has made sufficient credit arrangements to cover the cost of its bid. The credits would neutralise a potential "poison pill" defence by Thyssen should it decide to use its existing authorisation from shareholders to raise capital by a nominal DM500m (\$295.8m) by 2001.

Underpinning the Krupp bid are calculations that a total takeover of Thyssen could yield synergies worth DM1bn a year and that subsequent disposals of unwanted Krupp and Thyssen holdings would lead to a rapid reduction of the borrowings required for the bid.

Although the steel talks are shrouded in secrecy, leaked information points to progress. Mr Georg Bongers, leader of the Thyssen workers' council, quoted Mr Vogel as saying "We are going well". Mr Klaus Matthies, leader of the Social Democrat MPs in the Düsseldorf parliament and a member of the Krupp supervisory board, was optimistic after the Saturday meeting.

One official close to the talks said the atmosphere "was very constructive". Chancellor Helmut Kohl added to pressure for an amicable settlement by calling on the companies to show "social

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World stocks, Page 33



Palestinians hurl stones at Israeli soldiers yesterday during rioting over Israel's insistence on building a Jewish settlement in Arab east Jerusalem. Israel urged Palestinian leaders to crack down on Hamas, which was responsible for last week's suicide bombing. Report, Page 18

## \$11bn European frigate threatened by disagreement

By Bernard Gray in London

Britain, France and Italy will not meet the end-of-March deadline to resolve their differences over the \$11bn Horizon frigate programme, and are unlikely to do so before the UK general election on May 1.

If the opposition Labour party won the election, the programme to produce air defence ships for the three navies would have to be reassessed, possibly as part of Labour's proposed overall defence review, halting any further progress for several months.

However, France may not be prepared to wait for any British review since it badly needs escort ships to protect its aircraft carrier, Charles de Gaulle, which will enter service in 2001. As a result, the programme is in danger of collapse.

In spite of intensive efforts by defence ministry officials

from all three nations, there has been no narrowing of differences over the capability of the weapons system for the ship, which has proved the main stumbling block.

Differences have centred on the capability of the Principal Anti-Air Missile System (Paams), which would be used to shoot down incoming missiles or aircraft.

Britain, conscious of its experience in the Falklands war, wants a system capable of defending against many targets in a wide area, while France and Italy would accept a more modest system.

France has argued strongly that the British demands are excessively sophisticated, particularly at a time when defence budgets are being cut. Yet Britain insists the system must be able to defeat a mixture of missiles from different directions simultaneously, in a scenario which has been code-named "Column II". France,

however, would settle for a system able to beat a simpler "Column I" scenario.

If the two countries cannot agree, it may be necessary to produce two different versions of Paams. However, this would generate problems of its own since the two variants would increase costs. France and Italy are also concerned that Britain could market its more sophisticated version for export in competition with the Franco-Italian version.

French and Italian companies, meanwhile, have little incentive to improve the performance of their system to meet British requirements, and avoid the split.

British payments to the two countries to pay for earlier development work on the missile system completed by the aerospace companies Alenia and Aerospatiale will go to the two countries' treasuries, rather than the companies involved.

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## NEWS: EUROPE

Nearly two-thirds of businesses believe the single currency will be introduced in 1999

## Germany's confidence in Emu grows

By Ralph Atkins in Bonn

German businesses have become significantly more confident in the past 18 months that a European single currency will start on time in January 1999. But fewer than a quarter have begun preparations for its introduction, according to a study today.

A survey of 25,000 companies by the German chambers of industry and commerce (DIHT) showed 65 per cent believe it "probable" that the last stage of European economic and monetary union will begin in 1999. That compared with 24 per cent in autumn 1995.

The DIHT said businesses were "taking increasingly seriously" the determination of politicians to meet the timetable for the new Euro currency.

The results come despite uncertainty whether the German government will, despite strenuous efforts, meet this year the criteria set in the Maastricht treaty



Mr Theo Waigel, Bonn finance minister, yesterday provoked union hostility after warning of possible further cuts in social spending to help Germany meet the Maastricht criteria for economic and monetary union, Peter Norman reports from Bonn.

Mr Roland Isen, leader of the white collar workers' union DAG, said German trade unionists would only accept the single currency "provided they did not have to pay the entry fee to the euro-club through still higher unemployment or new social welfare cuts". Mr Isen was responding to an interview published in today's issue of Der Spiegel, the news magazine, in which Mr Waigel (pictured left) warned that he would take additional steps if necessary for Germany to meet the criterion of 3 per cent of gross

domestic product for its public deficit this year. The minister singled out income support as the first priority in any list of economies.

Mr Waigel said he would prefer not to raise taxes to meet the criteria, although he did not rule this out. He reaffirmed his support for a strict interpretation of the criteria and dismissed discussion of a possible delay to the planned start of the single currency on January 1 1999 as damaging.

In this, Mr Waigel received strong support from Chancellor Helmut Kohl. "There can be no question of a delay," the chancellor told Welt am Sonntag, the Sunday newspaper. "The question is not whether Emu is coming, but what we can and must do to make it begin on time."

Support for currency stability was likely to have been boosted by the turbulence on world markets in 1995, which contributed to a economic growth pause in the following year. However many businesses feared a "soft" currency compared with the D-Mark, or that emu would intensify international competition.

Scepticism was greatest in the building industry where only 34 per cent believed a single currency in 1999 was desirable and 48 per cent believed it was "undesirable".

In the banking sector, more than 80 per cent of credit institutes believed the January 1999 start date was "probable" and more than 80 per cent believed it desirable.

Overall, the proportion of businesses describing the introduction of Emu in January 1999 as both probable and desirable had risen from 9 per cent in autumn 1995 to 39 per cent in the latest survey.

## US and EU set to resume Cuba talks

By Nancy Dunne in Washington and Guy de Jonquieres in London

Talks between the US and the European Union resume in Brussels today, aimed at averting a damaging confrontation in the World Trade Organisation over US legislation designed to penalise foreigners who invest in property in Cuba once owned by American citizens.

The talks, between Mr Stuart Eizenstat, US under-secretary of commerce for international trade and Sir Leon Brittan, EU trade commissioner, will seek a settlement of the transatlantic row over the US Helms-Burton law. Many of the US's trading partners, particularly Canada, Mexico and the EU, have attacked it on the grounds that it attempts to impose US law extra-territorially.

The EU is challenging the law in the WTO, which has set up a disputes panel to decide whether it violates world trade rules. But the US is refusing to co-operate with the panel and has threatened to ignore an eventual ruling - a step which could undermine the authority of the WTO's dispute settlement procedures.

The US says the Helms-Burton law is exempt from WTO rules because it is a national security and foreign policy issue, not a trade matter.

Several congressmen last week urged the US to withdraw from the WTO if the panel ruled against its right to use sanctions in pursuit of foreign policy.

The EU is pressing the US to go beyond President Bill Clinton's promise to continue waiving Title III of the law - which authorises private US court cases against foreign companies "trafficking" in Cuban assets - provided European governments keep pressure on Cuba to move towards

democracy. The EU accepts there is little more the president can do to water down this part of the law. Brussels believes it is unlikely ever to take effect, if only because it could unleash a deluge of private court cases which would overwhelm the US court system.

The search for compromise is now focusing on Title IV of the law, which requires the US to deny visas to executives, directors and big shareholders - and their families - of companies found to be using expropriated Cuban property once owned by Americans.

Both sides accept that the president's flexibility to waive this provision is limited. The EU is nonetheless urging the US to issue interpretive guidelines which would in practice exempt European companies from the provision.

Officials of only two companies, Sherritt International of Canada and Grupo Domos of Mexico, have been subjected to the provision so far. The US recently warned Stet, the Italian telecommunications company, that its executives also risked losing their visas, though a US official said Stet had not yet met the "fairly exacting standards" set by the provision.

EU officials said application of the law to Stet could undermine chances of a settlement with the US and warned that it would be difficult to conclude a deal until the Italian company's situation was clarified.

The EU also wants European companies protected from the US D'Amato act, which penalises investors in the energy industries of Iran and Libya.

Talks are focusing on the possibility of President Clinton granting them a multi-lateral waiver on the grounds that Europe had taken serious steps to halt arms proliferation and terrorism.

## Belarus pro-democracy protests turn to violence

By Matthew Kaminski in Moscow

A pro-democracy demonstration in Belarus yesterday became violent as protesters kept up pressure on President Alexander Lukashenko.

An estimated 10,000 people marched through Minsk, the capital, carrying nationalist flags and slogans denouncing Mr Lukashenko's authoritarian policies, before violent incidents broke out and police moved in with truncheons.

A small nationalist constituency in Belarus, a Slavic country of 10.7m people wedged between Russia and Poland, has been agitating for more civic and human rights after Mr Lukashenko in November put in a puppet legislature and won sweep-

ing powers in a widely criticised referendum.

The former collective farm boss, who won democratic elections in 1994, has ignored international rebukes, extending his term in office and limiting free speech.

Mr Lukashenko has also pushed for closer ties - possibly reunion - with Russia, a popular policy in a provincial and isolated nation. His Kremlin counterpart, Mr Boris Yeltsin, said earlier this month that reunion was possible.

A series of demonstrations have been held in Minsk recently despite new restrictions on popular rallies, indicating the nationalist wing has not given up. But the groups cannot claim a broad popular mandate.

A leader of the Belarus Popular Front, the party

which organises the rallies, was arrested this month, along with several other activists. The head of BNF last year got political asylum in the US.

Mr Peter Byrne, head of the Soros Foundation in Belarus, one of the financier George Soros' philanthropic ventures in eastern Europe, last week was not allowed back into the country. The authorities said the foundation supported the opposition.

A flotilla of Nato warships arrived in Ukraine yesterday for a friendly visit, AP reports from Odessa.

Seven ships from the Standing Naval Force Mediterranean docked at the Black Sea port of Odessa, where they were met by the flagship of the Ukrainian Navy.

## Greek opposition opts for young Karamanlis

By Kevin Hope in Athens

Greece's opposition conservative party, New Democracy, rejected three experienced candidates and chose a 40-year-old backbencher from a renowned political dynasty as its new leader at a congress held over the weekend.

Mr Costas Karamanlis, a deputy for the northern city of Thessaloniki, won 69 per cent of delegates' votes in a ballot on Friday night. He defeated Mr Giorgos Souflas, a former economy minister backed by the party's reformist wing.

Mr Karamanlis has never held a government post and keeps a low profile in parliament. But he has the same name as his uncle Constantine, Greece's most successful post-war politician, who

founded New Democracy and served for more than 20 years as prime minister and then president.

The choice of a young, untasted politician as leader reflects a mood of desperation in New Democracy following months of bitter infighting triggered by an election defeat last October. The conservatives have won only one election in 15 years.

The October defeat was seen as disastrous for the conservatives because Greece's business community for the first time backed the governing Panhellenic Socialist Movement as the party more likely to reduce inflation and create a stable investment climate.

Moderate conservatives felt uncomfortable with New Democracy's transformation

under Mr Miltiades Evert, the outgoing leader, into a rightwing populist party promoting a strong state role in the economy and a nationalist foreign policy.

Mr Karamanlis was put forward as a candidate for leader by one of Mr Evert's lieutenants and captured votes from his supporters in the run-off ballot. He pledged to reunite New Democracy in his acceptance speech.

The youngest ever leader of a mainstream Greek party will find it difficult to live up to his uncle's achievements, which included restoring democracy in 1974 after the collapse of the colonels' dictatorship and securing Greek membership of the then-European Community in 1981.

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## NEWS: THE AMERICAS

# Mexico pressed on election-monitoring

By Leslie Crawford  
in Mexico City

The Mexican foreign ministry has become embroiled in a row over its attempts to block the donation of European Union funds to independent election-monitoring groups in Mexico.

Mr José Angel Gurría, foreign minister, is understood to have put pressure on Brussels to withdraw a \$400,000 grant for the Mexican Academy of Human Rights, a group of academics, lawyers and activists who want to monitor elections in July that will include the renewal of Congress and the first election for a mayor for Mexico City.

The academy's protests to the foreign minister, led by Mr Oscar González César, a former ambassador to the United Nations, have gone unanswered. Several Euro-

pean MPs are pressing the European Commission to explain the sudden cancellation of the grant. In Mexico, the Federal Electoral Institute (IFE), in charge of organising elections, has written to Mr Gurría expressing concern.

A foreign ministry spokesman refused to comment on the issue.

"We are very worried about the foreign ministry's opposition to the external funding of monitoring groups," Mr Emilio Zebadúa, one of the seven IFE counsellors who wrote to Mr Gurría, said yesterday. "It is perfectly legal for these groups to seek foreign aid, and it is in our interests to encourage the fullest participation of independent observers to guarantee that the elections will be clean and fair. We are concerned that the stance adopted by the foreign ministry is political in nature. It sets a dangerous precedent," said Mr Zebadúa.

Mr González César, president of the Mexican Academy of Human Rights, said the EU had approved the \$400,000 grant in December.

"This was to be our second project with the EU," he explained. "The funds would have enabled us to supervise the campaign expenditures of political parties during the elections."

He said the Mexican government had made considerable efforts to eliminate fraud at the ballot box but controversy remained over the use of undeclared funds by the ruling Institutional Revolutionary Party (PRI) to secure election victories. "Mexicans have a bitter experience with regard to the government's use of secret funds to maintain power. It has cast a dark shadow over the legitimacy of electoral processes."

# Hollywood spends 20% more on advertising

By Christopher Parkes in Los Angeles

Hollywood spent the equivalent of 30 per cent of domestic box office revenues on promoting its films in the US last year.

The 20 per cent surge in advertising spending to \$1.68bn was the most spectacular peak reached in a year when the industry broke all domestic records. Admissions rose 6 per cent to 1.34bn and ticket revenues increased almost 8 per cent to \$5.9bn. But the sharpest rises were recorded in costs as production spending per film rose 9.5 per cent to an average \$40m, according to the Motion Picture Association of America.

Actors' pay increased 12 per cent, the Screen Actors Guild said at the weekend. While pay for television work was 10 per cent higher, income from film roles jumped by more than 20 per cent.

Competition between cinema chains kept the price of the average ticket at \$4.40, a 1.5 per cent increase well below the general rate of inflation.

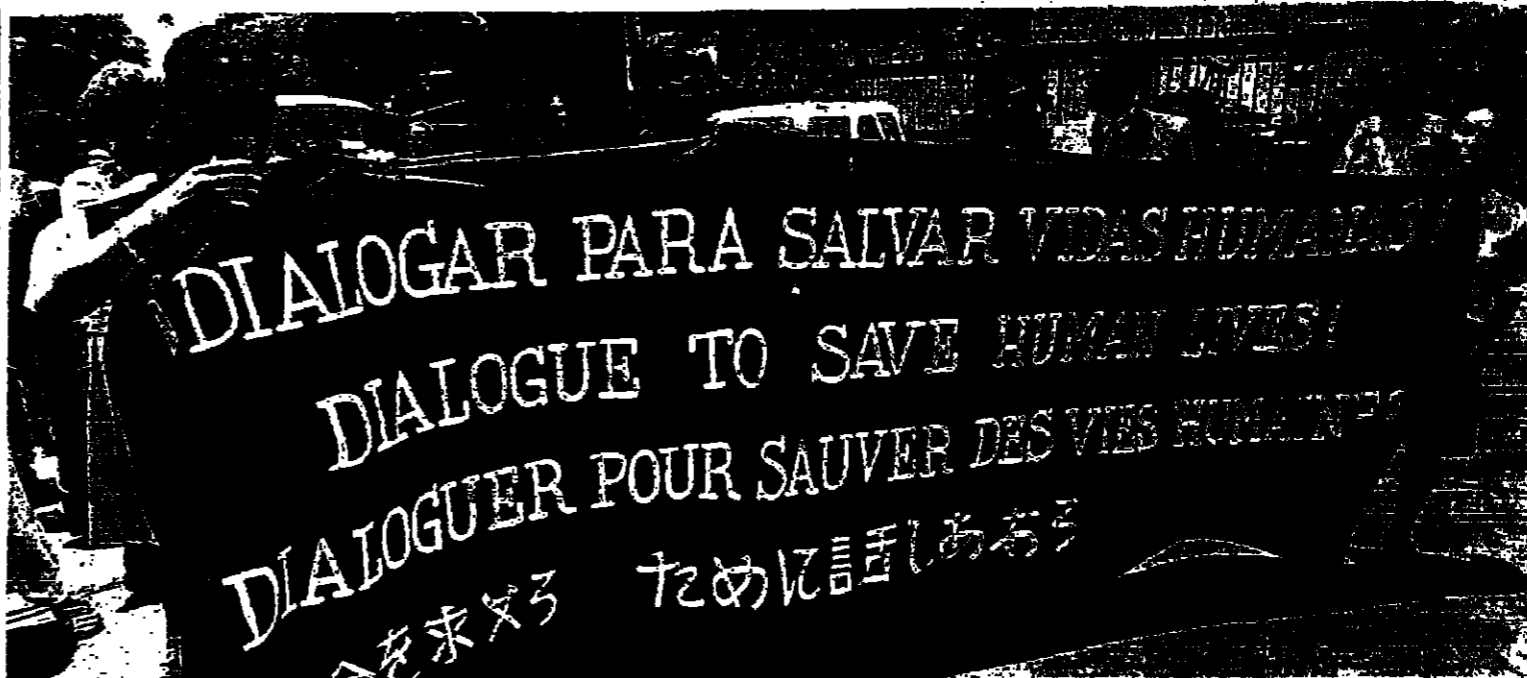
According to the Competitive Media Reporting monitoring service, Walt Disney was the top spender on advertising, with a total bill of more than \$450m divided between its Buena Vista and Miramax sub-

sidaries. Other leading promoters included 20th Century Fox, the News Corporation subsidiary, which equalled the \$12m average outlay per film of Disney's Buena Vista division. The Competitive Media figures, which exclude other promotional efforts such as trailers, events and giveaways, showed more than a third of studio advertising budgets were spent on television commercials.

Last year's 35 per cent increase in billings in this sector was sparked by a months-long promotion for Fox's Independence Day, which grossed more than \$300m in the US. However, TV is an increasingly important means for studios to reach people who may not go to the cinema, but who buy or rent video versions of films and spend money on the consumer products increasingly associated with hit movies.

Heavy domestic promotion is also considered a vital element in global marketing plans on the principle that a film which fails to make a splash in the US is unlikely to prosper abroad.

Although the Motion Picture Association of America, the industry's main lobby group, does not monitor foreign box office sales, it estimates they are now approximately equal to domestic revenues.



Demonstrators march through the streets of Lima demanding renewed efforts to resolve the hostage crisis which has now entered its fourth month

# Captive audience for hostage experts

Sally Bowen on an attempt by those involved in the 1980 Bogotá siege to shed light on the Lima crisis

Two men in a bear-hug embrace is not an unusual sight in Latin America. But when an ex-

guerrilla commander and his former hostage meet after 17 years it is a rare moment.

Mr Rosenberg Pabón led the M-19 Colombian guerrilla attack on the Dominican Republic embassy in Bogotá in February 1980: the 61-day hostage-taking siege was a record in Latin America until the current hostage crisis in Peru, now in its fourth month. Mr Pabón, an expert in international law, was one of 15 ambassadors held for two months by Mr Pabón.

Their bizarre display of camaraderie occurred during a seminar organised last week in Lima by a local university and a domestic television channel.

Criticised by some politicians inside Peru, the seminar's objective was to throw light on the situation inside the Japanese ambassador's residence on the other side of town, where Tupac Amaru Revolutionary Movement (MRTA) guerrillas hold 72 captives.

Former hostage and hostage-taker bore no ill-will. Rather, their message was that the two-month Bogotá siege was fruitful. Mr Nascimento e Silva, then Brazilian ambassador to Colombia, said he was "far from angry

or resentful" at having been held captive.

"On the contrary, it was the most positive thing that has happened to me on a personal level. I learned a lot about myself," he said.

Refuting the so-called Stockholm syndrome - which posits that captives come to admire and identify with their captors - Mr Nascimento e Silva said: "I started and ended a right-wing reactionary. Pabón an ultra-leftist. But I realised that they were right about many things, and they learned from us too."

Although the Bogotá incident ended peacefully with no release of M-19 prisoners or formal ransom payment, Mr Pabón claims it "caused Colombians to reflect profoundly, to see that there were serious defects in the pretty democratic picture which they were being sold". In 1991, a Colombian constituent assembly de-criminalised the guerrillas so that they could stand for election.

"It took us 11 years, but you construct peace by constant dialogue and negotiation," he said.

Negotiation has been scarce in the Peruvian crisis. In his first public statement four days after the December

17 MRTA storming of the Japanese ambassador's residence, Peru's President Alberto Fujimori vowed he would never negotiate with an armed group which employed terror tactics. World leaders applauded his tough stance. It seems not to have altered. Last week Mr Fujimori denied Japanese newspaper reports that he might be considering the release of selected MRTA prisoners. "There will be no freedom, not even for one prisoner," he said.

There are several parallels between the Bogotá and Lima incidents. Both served to give international prominence to a largely ignored local guerrilla group; both groups stormed embassy residences during diplomatic receptions, bagging prominent guests as hostages; and both called for the release of jailed colleagues. For the Colombian and Peruvian governments, Cuba appeared to be the best option for the "safe haven" solution.

But there are also significant differences. In the Bogotá siege, the then president of Colombia, Mr Julio Cesar Turbay, kept his distance, using foreign ministry officials to negotiate with guerrillas "so as not to give

the guerrillas status... so as not to magnify the spectacle," as he explained later. Communication in Bogotá got under way almost immediately. In Lima, Mr Fujimori has played a prominent role, the government chose a minister as "interlocutor" and eight weeks passed before official talks began. By this time, positions were entrenched.

Since the breakdown of preliminary conversations two weeks ago (when it was revealed that Peruvian security forces were digging a tunnel to the residence), the burden of negotiation has fallen upon the so-called guarantors. Obligated to assume the role of mediators, Mr Anthony Vincent, the Canadian ambassador, and Peru's Archbishop Juan Luis Cipriani are now talking to both sides separately.

Meanwhile, pressure from Japan to accelerate negotiations is increasing. This week's visit by Mr Masahiko Komura, deputy foreign minister, to Lima, Cuba and the Dominican Republic (for talks on asylum offers) underlines the domestic political importance of the Lima hostage-taking. Japanese officials in Lima say Mr

Ryutaro Hashimoto's government could fail if the crisis is not satisfactorily resolved.

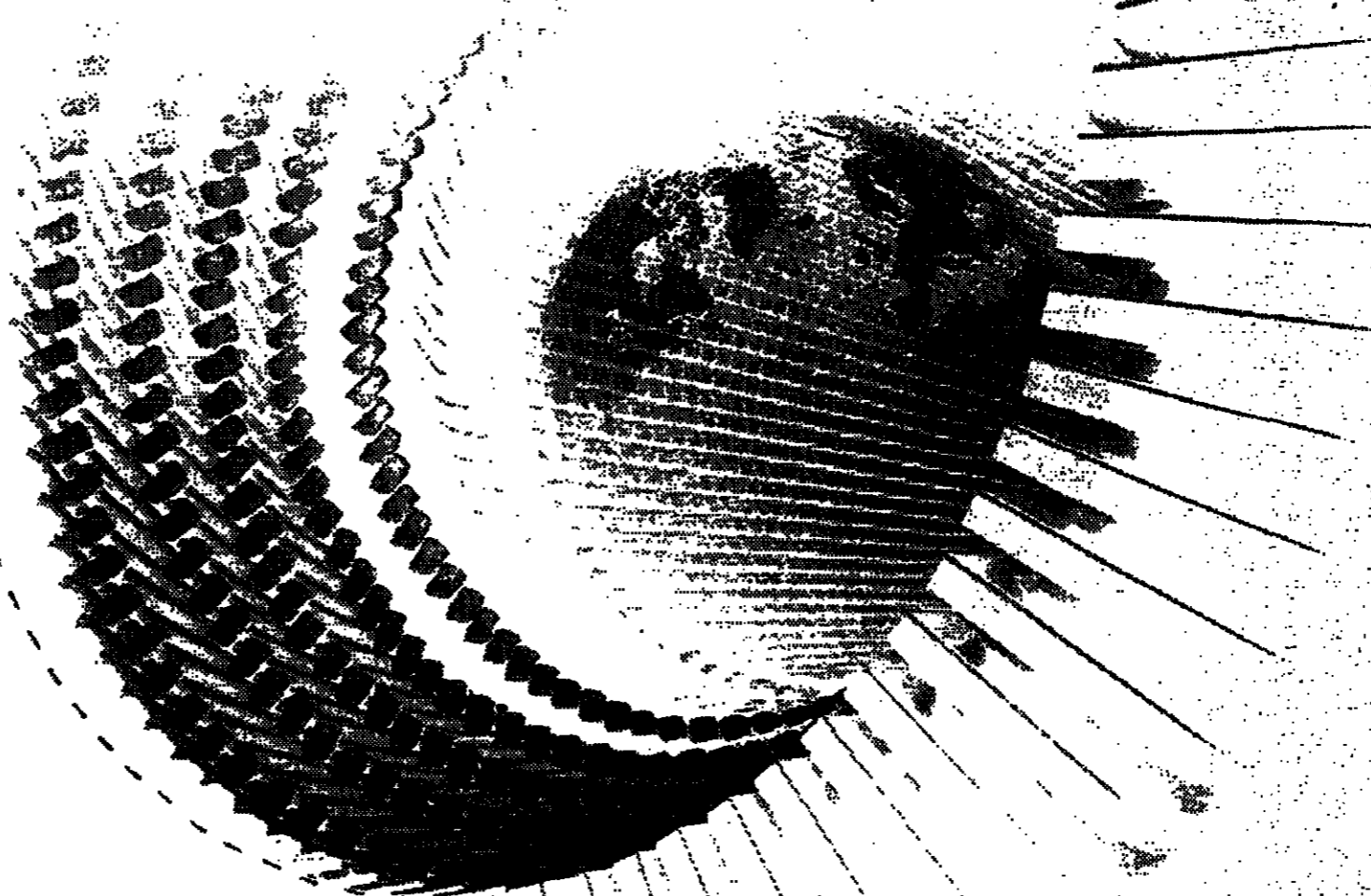
The most likely solution seems to hinge on improvement in Peruvian prison conditions. This was stressed by Ms Ofelia Campos de Polay, mother of the MRTA's founder leader, Mr Victor Polay, and in the audience at this week's seminar.

Mr Polay is serving a life sentence for terrorism in the high-security jail at the Callao naval base outside Lima. His cell is in the same purpose-built facility as that of Mr Abimael Guzman, founder of the notorious Sendero Luminoso, or Shining Path, Maoist guerrilla group. Ms Campos called the dark, 2m sq cell "a tomb", and the tough regime "sadistic and inhuman".

A smartly dressed, well educated 60-year-old from a family brought up in the Latin American tradition of leftist struggle, Ms Campos insisted her son "never used unnecessary force". She accepted responsibility that Mr Fujimori would not free him. "All now depends on the negotiating skills of [hostage-taker] Nestor Cepero," she said.

"If he can negotiate for more humane conditions in line with the international treaties Peru has signed, he will have achieved a lot."

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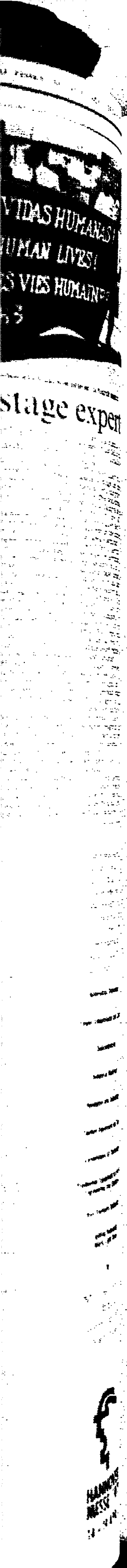


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## Mobutu appears in public

By Michela Wrong in Nairobi

Determined to scotch rumours that his advancing prostate cancer had killed him, Zaire's President Mobutu Sese Seko yesterday appeared in public for the first time since returning home from France last week. But his one-minute speech and exhausted appearance did little to allay the growing sense of panic in Kinshasa, the capital, where foreign nationals are preparing to be evacuated by US, French and Belgian paratroopers.

"I have returned not to devote myself to Mobutu's interests nor to Mobutu's fortune... but to the higher interests of Zaire, that is to say our unity and our territorial integrity," Mr Mobutu told journalists at the military Camp Tshatshi before talks with Mr Thabo Mbeki, South Africa's deputy president.

Looking tired and thin, the 66-year-old president gave no hint as to what approach he intended to discuss with Mr Mbeki, who is leading South African efforts to sponsor a peace deal between the regime and rebels now in control of nearly a third of Zaire.

Mr Mbeki's trip to Kinshasa comes as western powers step up pressure on both sides in the war to negotiate. The hope was that having won control of Kinshasa, Zaire's third largest city, the rebels could be persuaded to halt their advance rather than overstretch their supply lines.

But such hopes seemed futile on Saturday when Mr Laurent Kabila, leader of the Alliance of Democratic Forces for the Liberation of Congo-Zaire (ADFL), rejected Mr Mobutu's call for a truce and the establishment of a national council to find a way out of the crisis.

Addressing a 5,000-strong rally in Kisangani he told Mr Mohamed Sahnoun, the visiting United Nations envoy, negotiations would have to precede a ceasefire, not the other way round.

"Gunfire is the only language Mobutu understands," he said. The rebels now claim to be 200 km (125 miles) from Zaire's second city Lubumbashi and 100 km from the diamond capital of Mbuji-Mayi. As they extend their advance, a military coup by generals exasperated by both Mr Mobutu and his prime minister, Mr Kengo Wa Dondo, is increasingly likely.

Preparations by the US, France and Belgium to evacuate their nationals yesterday highlighted the fact that foreign governments now regard a breakdown in law and order - whether in the form of a coup or an outbreak of army looting - as imminent.

## Action on TB would bring big economic returns, says WHO

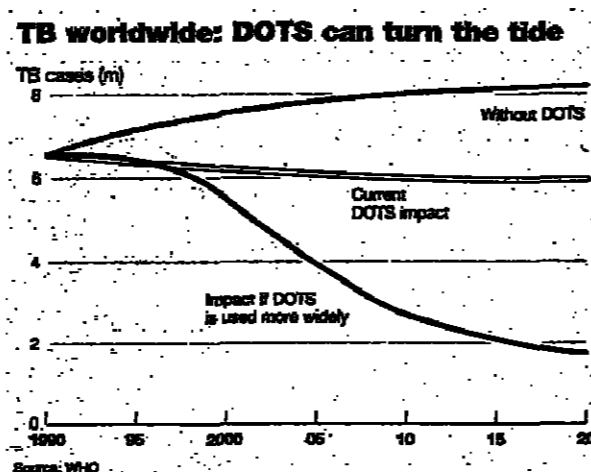
By Clive Cookson, Science Editor

Effective tuberculosis control programmes would bring huge economic returns as well as health and social benefits, according to a report released by the World Health Organisation today.

Tuberculosis kills an estimated 3m people a year - more than any other infectious illness.

The first detailed economic study of TB treatment has been carried out for WHO in India, where about 30 per cent of the world's tuberculosis cases occur. It shows that, if the Indian government spent \$200m a year on an effective control programme, the tangible benefits to the economy would be worth at least \$750m a year - and might be much greater.

Comparable benefits for the world as a whole would run to billions of dollars a year and could exceed \$20bn a year, says Dr Joel Almeida, medical officer at the WHO global TB programme, who



carried out the Indian study with Professor Ravindra Dholakia and colleagues at the Indian Institute of Management, Ahmedabad.

A similar study, soon to be published for Thailand, will show a larger benefit per patient there than in India because average income is higher, Dr Almeida says. The same would apply to other rapidly industrialising Asian countries such as China and Indonesia, which

account between them for over 40 per cent of the world's TB.

WHO's recommended control strategy is DOTS (directly observed treatment short-course). This requires each patient to take a combined dose of four powerful antibiotics every day (or on alternate days) for six to eight months.

The main feature of DOTS is that a health worker observes the patient swallow

every dose and monitors his or her progress until the disease is cured.

This strict supervision is a striking contrast to what happens today in India and many other developing countries: doctors prescribe antibiotics in a haphazard way and they make little effort to ensure that the patients take the whole course. As a result, people stop taking the drugs when they feel better but before the TB bacillus has been eliminated from their body.

Then, after a while, the disease returns - sometimes in a drug-resistant form more difficult to treat.

At present DOTS is used for no more than 10 per cent of the world's TB patients, although the latest WHO statistics show that it is far more effective than other approaches.

Typically achieves cure rates of 80 to 90 per cent, compared with about 40 per cent for unsupervised treatment.

Indeed Dr Arata Kochi, director of the WHO global TB programme, says there is

clear evidence even 10 per cent use of DOTS has led to a levelling off of the worldwide TB epidemic after decades of growth. "We now know that if we use DOTS more widely, we can send the epidemic into decline and can save many millions of lives in the next 10 years," he says.

The WHO's target is to raise the DOTS treatment rate from one in 10 to seven in 10 patients worldwide. That could halve the number of new TB cases, Dr Kochi says.

The world's governments and aid agencies would need to spend an additional \$500m a year to achieve a 70 per cent DOTS treatment rate, says Dr Almeida - an insignificant amount compared with the projected economic gains from having millions of people working healthily instead of sickening or dying from TB. The Indian study shows economic benefits would justify spending as much as \$750m a year on TB control in India, assuming a "discount rate" as high as 16 per cent.

## Campaign row muddies Gore trip

Patti Waldmeir and Tony Walker on complications for US-China relations

If China announces a billion-dollar aircraft contract with Boeing this week, as expected, Vice-President Al Gore wants to be there for the signing ceremony.

So say the officials with him on his visit to China. The vice-president will be glad to show his face at any event which proves the worth of economic engagement with China.

The fact that the US officials were forced to make such an apparently self-evident protestation - that Mr Gore would jump at the chance to claim political credit for US export jobs - captures the essence of current difficulties over US-China relations.

The Boeing deal, which is all but sealed, is important because it marks renewed Chinese willingness to buy from the American company, after Boeing lost out to European companies in two other recent Chinese deals.

But in the climate of accusation which reigns in Washington, where the US Justice Department is investigating claims that Chinese officials tried to influence the last US election, any such deal could be portrayed as a pay-off.

Every gesture toward China, every halting step in the process of what the State Department calls "comprehensive engagement", will henceforth be scrutinised for links to campaign donations. The White House has felt that scrutiny intensely ahead of the vice-president's

US TRADE WITH CHINA (\$bn)				
	Exports	Imports	Deficit	Commerce Dept deficit
1991	7.3	16.2	8.4	12.7
1992	9.6	21.5	11.9	18.2
1993	11.7	25.9	14.2	22.8
1994	12.8	32.5	19.7	29.5
1995	15.9	39.0	23.1	34.0

Figures adjusted to take account of the high proportion of Chinese trade which flows through Hong Kong, but excluding value added there.

Excludes trade with Hong Kong

Source: Institute for International Economics and Brookings Institution

trip, which will focus on China (but includes Japan and South Korea too). US newspapers reported last week that Mr Gore might distance himself from any Boeing connection while in China, quoting White House officials who leaked a story saying the vice-president was concerned at the political consequences. His staff say the reports are ill-in-

formed. Whatever the truth, the political facts are clear: the campaign fund-raising furor, with its strong Asian connection, will complicate one of America's most important bilateral relationships - at least in the short term.

And it makes a delicate trip to Beijing all the more difficult for Mr Gore, the highest ranking US official to visit China since the 1989 Tiananmen Square massacre, and since the death last

month of Deng Xiaoping. US officials say their biggest short-term problem is that the US funding row has exacerbated Chinese suspicions of US intentions. "The Chinese still worry that our attitude is one of hostility," says one official. "They seem to feel that there's a conspiracy against them, and that government officials are leaking stories against

"The Chinese worry that our attitude is one of hostility. They feel there's a conspiracy" - US official

them."

In Beijing, there is rising irritation over what is seen as an hysterical campaign against China in the US media and in Congress, where legislation was introduced last week to require Congress to approve China's accession to the World Trade Organisation (WTO).

Chinese official commentaries on the eve of the Gore visit reflected the prevailing tension. The People's Daily, the Communist party newspaper, railed against Con-

gress over a resolution calling on Beijing to honour its commitments to Hong Kong, saying this smacked of containment. "This once again reveals the ugly mentality of some members of the US Congress who want to lord it over the world," the paper said.

The official Xinhua news agency criticised the American media for its reporting of the fundraising issue. "Acting like someone who chases the wind and clutches at shadows, some American media took the chance to create sensation news without any fact in a vilification campaign against China," said Xinhua.

Relations with the US are further complicated by a dramatic rise in the bilateral trade deficit, which is a potent issue in Congress.

According to US figures, the deficit was \$40bn last year and in January it rose to \$3.72bn compared with \$2.74bn in January 1996. China rejects the figures, saying the deficit last year was closer to \$10m.

Sensitive to the political implications of these figures, a senior Chinese trade official said the government was encouraging companies to increase imports of US products. "The trade issue has become such a general concern to the American

people from all walks of life that failure to handle the issue properly could hold up the normal development of economic and trade relations between the two countries," said Mr Sun Zhenyu, vice-minister of foreign trade.

Administration officials say Mr Gore - who will make environmental concerns a big focus of his visit - cannot avoid discussing trade and economic matters in his attempts to pave the way for a summit between President Bill Clinton and President Jiang Zemin. But any concessions on WTO accession could raise allegations of a pay-off.

Administration officials insist that the fundraising furor did not affect the vice-president's trip. "We're not modifying anything we're doing because of what's going on around town," says one official, obviously exasperated by unprecedented adverse publicity.

But the time is approaching when the rumpus affects not only politics, but policy as well. Inevitably, the US must be cautious in appearing conciliatory to Beijing, whether on WTO accession or any of the other big issues this year - including most favoured nation trading status, and even more crucially, the future of Hong Kong. The fund-raising issue is a complication which could rapidly become a serious constraint on US policy. Additional reporting by William Dawkins in Tokyo and Leyla Boulton in Washington.

### INTERNATIONAL NEWS DIGEST

## Airport sell-off for Düsseldorf

The government of North Rhine-Westphalia is planning to sell to the private sector its 50 per cent share in Düsseldorf airport, which was badly damaged by fire in April last year. More than 10 companies are understood to have expressed interest in rebuilding and expanding the international airport which, prior to the fire, ranked number two in Germany behind Frankfurt. They include Hochtief, the construction company. An estimated \$1.1bn investment would be needed to upgrade the airport to a 22m as well as modernising buildings and security.

Details of terms being sought by the state government have not been disclosed but the fire - which killed 17 - has substantially reduced the sale price. Extensive losses swept through the airport after welding sparks started a fire that burnt plastic cable insulation. Flughafen Düsseldorf is jointly owned by North Rhine-Westphalia and the Düsseldorf city authority.

### Toblerone chocolate recall

Some 500 tonnes of Toblerone, Switzerland's best known chocolate bar, are being recalled after a routine check revealed the presence of illegal genetically altered soybeans. Kraft-Jacobs-Suchard, part of Philip Morris, the US food giant, said it had been assured by its German supplier that the lecithin it used in manufacturing Toblerone was free of genetically altered soybeans. However, government food inspectors in Bern found traces of genetically altered soybeans in a routine check of the company's plant in Bern.

The decision to recall Switzerland's most famous chocolate bar underlines the growing problems facing Switzerland's food industry as it tries to balance consumer concerns about genetically altered soybeans with the practicalities of finding a reliable source of non-genetically engineered soybeans.

Last December Switzerland agreed to restrict imports of genetically altered beans. However, the decision was later postponed after complaints from consumer groups and opponents of genetic engineering.

### Cuba-US diplomatic spat

Cuba traded accusations with the US government at the weekend over a US diplomatic bag to Havana, which Washington said was opened by Cuban officials. The US State Department said on Friday its diplomatic pouch to Havana was being interfered with and one was actually opened. The US had protested to Cuba over what it called this "blatant violation of international diplomatic law". Cuba's foreign ministry, rejecting the US charges, said on Saturday the US diplomatic pouch in question had arrived in Havana already open on a foreign airline last month. But it added the pouch was found to contain pocket editions of a US government document called "Support for a Democratic Transition in Cuba".

This document, issued by US President Bill Clinton in January, forms part of the one-year-old US Helms-Burton law, which specifically demands Cuba abandon one-party communist rule and embrace multi-party democracy.

The Cuban foreign ministry said that the US interests Section in Cuba was clearly intending to distribute the document, which Havana viewed as "offensive". The Cuban ministry said this was a violation of international diplomatic regulations.

### Yasin eyes new post

Mr Yevgeny Yasin (left), the liberal former economics minister, is expected to be appointed tomorrow as Russia's minister for strategic development of the economy, according to observers close to the government. Mr Yasin, a market economist who has long acted as a mentor to Mr Anatoly Chubais, the new first deputy prime minister, will play an advisory role in the government, analysing economic trends and setting out long-term strategy. In London yesterday to open a Foreign Investment Promotion Centre, Mr Yasin said long-awaited restructuring of the powerful Unified Energy Systems, the national electricity company, which will detach the national power grid from electricity producers, will start this year and will take up to two years to complete.

Mr Yasin wants the electricity monopoly to be divided into a state-owned regulatory company to which will oversee transmission of electricity and several power generating companies. The majority of power generators will be privatised.

### Brazil to cut budget

Brazil is planning sharp cuts in its budget for 1997. Mr Antonio Kardir, planning minister, said the government would cut \$3.1bn from its planned expenditure, producing a primary budget surplus, which excludes interest costs, of 0.8 per cent of gross domestic product. The public sector as a whole would post a 1.5 per cent surplus.

The government's reforms have cut inflation to single-digits, but cutting public spending - which economists view as central to keeping inflation low - have proved harder to achieve.

Public spending plans received a further blow last month when the country's highest court voted to award a 28 per cent pay rise, which was given to the military in 1995, to all federal civil servants.

Geoff Dyer, São Paulo

### Indonesia gold mine row

The senior geologist at Canadian exploration company Bre-X Minerals has dismissed as ludicrous doubts about the size and commercial viability of what is claimed to be the world's largest gold deposit.

Mr John Felderhof, the senior vice-president for exploration who shares credit for the discovery of the Bussang deposit in the Indonesian province of east Kalimantan, reacted angrily to reports in an Indonesian newspaper, Harian Ekonomi Negeri, which said that Bussang's reserves could be below the 71m proven ounces estimated by Bre-X.

Mr Felderhof suggested last month that Bussang's reserves could be as much as 200m ounces. He declined to comment further. "The Harian Ekonomi Negeri report referred to a review by Freeport-McMurray Copper & Gold, the US mining company, which plans to develop Bussang and is now undertaking 'due diligence'."

Mr Felderhof returned to Jakarta over at the weekend following the apparent suicide of his colleague geologist, Mr Michael de Gooijer, who helped to discover the Bussang reserve.

Canadian immigration authorities have arrested a man suspected of the Saudi Arabia bombing that killed 18 US soldiers last year. The Toronto Sun cited unnamed sources as saying that Harid Abdel Rahim Hussein Al-Sayegh, 26, was wanted by the FBI in connection with the bombing and could be deported following a hearing likely this week. Authorities appear set to charge four Sikh men from Vancouver in connection with the 1985 bombing of an Air India 747 off Ireland that killed 329 people.

Scott Morrison, Vancouver

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LEGAL NOTICES

SOVEREIGN HIGH YIELD INVESTMENT COMPANY N.V.

Notice of Special Meeting

March 27, 1997

Please take notice that at the request of the Board of Supervisory Directors (the "Board") of Sovereign High Yield Investment Company N.V. (the "Company"), State Street Curacao Trust Company N.V., the Company's administrator and managing director (the "Administrator"), hereby calls a Special General Meeting of Shareholders (the "Special Meeting") of the Company to be held at the offices of the Administrator, located at 15 Pilsberru, Curacao, Netherlands Antilles on March 27, 1997 at 4:00 p.m. Netherlands Antilles time. The Board is proposing that the shareholders of the Company adopt the following proposals:

- To approve the Company's balance sheet, profit and loss account, and explanatory statement for the fiscal year ended August 31, 1996.
- To elect John J. H. Swingsma to replace Javier A. Gonzalez Fraga as a Supervisory Director of the Company.

By State Street Curacao Trust Company N.V.  
 telephone: (599-9) 656995  
 telex: 3399-936068

APR 10 1997

# British Gas faces court over database use

By Jane Martinson

The data protection watchdog will begin legal action against British Gas Trading this week to stop the utility using its customer database to sell other services.

The unusual step comes after the domestic gas supply arm of Centrica sent leaflets two weeks ago to its 19m UK customers asking them whether they wanted information about additional products.

Now Ms Elizabeth France, the

data protection registrar, may issue an injunction against British Gas, depending on its response to a preliminary notice, to stop it using its database to sell products such as financial services.

Centrica intends to use its new \$100m (\$159m) centralised database to sell products ranging from financial services to electricity.

The issue has implications for companies wishing to compete in the gas and electricity markets, set to be fully liberalised next year. Two other utilities are also

understood to be facing action, but the scale of British Gas's activities makes its case urgent. British Gas's leaflet, which customers had to fill out and return in order not to receive information about a range of services, was judged by officials at the registrar to be unlawful and unfair, the two key principles behind the 1984 data protection act.

In a report delivered to Ms France on Friday officials recommended she should start enforcement action by issuing a preliminary

notice to British Gas. She could do so as early as today. "Lawfulness is a big, big issue," she said. "But even if this were disputed there would still be the issue of fairness."

The registrar told British Gas earlier this month to wait for official guidance on whether it can use its database to sell other products before sending out information to clients. Her belief in the unfairness of the leaflets was fuelled last week when gas customers returned them to the registrar, rather than British Gas.

"People don't understand what they are doing," said an official. British Gas will have 28 days to respond to the preliminary notice. Ms France hopes that full legal action will not be necessary. "We have always operated on the basis that we want compliance, not scalps," she said.

Centrica refused to comment until it had seen the official notice. However it has argued the leaflets are simply giving customers a choice about whether or not

to receive further information. If the matter is not resolved after 28 days the two sides will go before a tribunal. Meanwhile, the registrar could issue an injunction to stop the company using any of the information it had gathered.

Ms France admitted the issue raised concerns about the data protection law itself, which is to be reviewed in October. "No doubt, one of the problems is my powers are reactive," she said. "I don't have the power to go in first."

## Transfer of Crown Agents completed

By Liam Halligan, Political Staff

The privatisation of Britain's Crown Agents, the overseas procurement agency involved in contracts worth £4bn annually, has been completed.

The deal had been thrown into uncertainty last week when Labour, the biggest opposition party in the House of Commons, withdrew its support. Although the transfer was authorised in principle in 1995, binding decisions require the opposition's approval during an election campaign.

Ms Clare Short, Labour's overseas aid spokeswoman, said: "I originally wanted to review the transfer, but if we had not agreed now, the £5.5m of public money set aside for the project would have returned to the Treasury."

Ownership will be transferred to the Crown Agents Foundation, a company limited by guarantee, comprising a range of commercial entities, charities and development institutions.

Members of the foundation - which include Barclays Bank, Unilever and sugar refiners Tate and Lyle - will not invest capital. Profits will be reinvested.

Crown Agents, founded in the 1830s, buys goods and manages projects for governments outside Britain, using a network of 1,000 staff in 40 countries. Although playing a significant role in delivering Britain's overseas aid programme, it has operated at no cost to the Treasury for several years, with the vast majority of its business financed from other sources.

It earned £80m (£95m) in fees last year, with clients including the World Bank, the European Community and the United Nations. Privatisation is designed to allow the foundation to take on private sector projects and form joint-ventures, while maintaining a reputation for impartiality and integrity.

## Labour backs up pledge on tax rates

By David Wighton, Political Correspondent

Mr Gordon Brown, the shadow chancellor, yesterday bolstered Labour's pledge not to raise income tax rates by adding a commitment to retain the current ceiling on employees' national insurance contributions.

He also sought to clarify Labour's plans for a windfall tax on the privatised utilities by stressing that companies eligible for the levy would not necessarily face a tax bill.

Although Labour dropped the idea of abolishing the national insurance cap after the 1992 election, there has been continued speculation that the proposal might be revived in government.

But Mr Brown yesterday ruled out raising the ceiling. "We said in 1992 that we weren't returning to this... and there can be no doubt about that," Mr Brown did not say whether the commitment was for the life of the next parliament, but an aide said: "The idea is dead and buried."

The pledge was designed to provide further reassurance as Labour prepares to publish its separate business election manifesto.

The document will include

a commitment to set up a working party with business to establish priorities for the UK's presidency of the European Union in 1998. The plan was drawn up after discussions with the Confederation of British Industry which has said it would join the working party.

On the windfall levy, Mr Brown made clear that while a wide range of utilities would be considered for the tax, the size of their liability would depend on the "excess profits" they had generated.

His comments follow last week's confirmation that the tax would in principle apply to all those privatised companies which are "licensed and regulated by statute". This definition includes companies such as British Telecommunications and BAA, the airports operator.

However, Labour figures close to Mr Tony Blair, the party leader, have stressed that merely because a company would be eligible for the tax would not mean it would face a significant bill. The implication is that the bulk of the tax would fall on the water, electricity and gas companies. They have also suggested that the tax would raise nearer £3bn, (\$4.7bn) rather than the £5bn-plus indicated by Mr Brown's team.



Shadow chancellor Gordon Brown yesterday ruled out raising the national insurance ceiling

Although Mr Brown has refused to say precisely how an individual company's liability would be calculated, he has said it would reflect any weakness in regulation, exploitation of a monopoly position and underpricing of the shares at flotation. Analysis by the Financial Times has shown that, depending on the precise details, such a definition of excess profits could leave BT with little or no liability.

● The Labour party has modified its commitment to ban all tobacco advertising and promotion. The mea-

sure, promised as one of the earlier acts of a Labour government, may now be limited to banning advertising in the wake of fears that sport could suffer if tobacco's support for sports ranging from grand prix racing to cricket, snooker and darts was suddenly truncated.

Mr Chris Smith, Labour's shadow chief health minister, who has taunted the Conservative government recently over its refusal to tackle tobacco advertising, said the commitment to an advertising ban remained strong.

## Soccer brings to book poor literacy

By David Wighton

Four soccer clubs in the UK's Premier League are backing a Labour party plan to provide study centres at their grounds to help tackle poor literacy levels among primary school children.

Chelsea, Arsenal, Newcastle United and Sheffield Wednesday have all agreed to help fund the facilities which will also provide supervised homework sessions and lessons on basic skills for secondary school pupils.

The schemes are designed to harness youngsters' interest in football to improve their motivation. The prospect of a game after the lessons is expected to be a powerful incentive.

Mr David Blunkett, Labour's education spokesman, said: "It is an excellent and cost effective way of raising standards, improving pupil motivation and boosting literacy. It is a unique and valuable venture in which everyone's a winner."

The centres will each cost £50,000 to build and a further £100,000 a year to run. A third of the money would be provided through from a grant scheme within the education budget, with the clubs funding the rest from their own resources and private sector sponsorship.

## Central bank to tighten risk supervision

By George Graham, Banking Correspondent

UK central bank inspectors are to spend more time visiting banks as part of an ongoing shake-up of the way it supervises risk.

The new system follows criticism of the Bank of England's supervisory role in high-profile crises such as the collapse of Barings and Bank of Credit and Commerce International.

The changes, to be announced today, will give supervisors a more consistent framework for judging whether a bank is running more risks or has fewer controls than its competitors.

Inspectors will talk to senior managers and examine how banks are managed. They will visit low-risk banks less frequently, while banks which are living dangerously could be forced to increase their capital as a cushion against the extra risks they are running. High-risk banks could see their licences withdrawn.

Inspectors will aim to visit each "significant management unit" - any business grouping which accounts for 5 per cent or more of revenues, pre-tax profits or capital, or any other unit which poses a significant risk.

In 1995, this would have led supervisors to visit the

Singapore arm of Barings. The new framework builds on changes proposed last year after a review by consultants Arthur Andersen, which itself followed recommendations for an overhaul of the Bank's supervisory structure in the wake of the Barings collapse.

Many elements in the proposed new supervisory framework are already used in practice. Mr Michael Foot, head of the Bank's banking supervision, hopes the new system will ensure all super-visors are measuring the banks in their charge by the same yardstick.

Supervisors will seek to meet the chief executive, other directors - including some non-executives, especially the chairman of the audit committee - the chief financial officer and head of control functions such as risk management, internal audit, information technology and human resources.

"One of the problems in the past has been that we have tended to talk to too narrow a range of managers," said Mr Foot. "If these proposals lead to better supervision of material risks through a process which is less bureaucratic, they will carry industry support," said Mr Peter Vipond of the British Bankers' Association.

## Lloyd's fights die-hard Names

The market is still being pursued despite last year's settlement

Litigating die-hards concerned that Lloyd's of London Names have thrown away their right to sue the insurance market by accepting the terms of its recovery plan last September can draw comfort from the knowledge that, for some, the battle may rumble on.

A rump of US Names - the individuals whose assets have traditionally backed Lloyd's - are embarrassing the insurance market in the American courts as it tries to restore its reputation after years of financial and legal problems.

Lloyd's is trying to overturn a ruling in a Californian court of appeal which has allowed US Names to sue it under US securities fraud and racketeering laws. It has demanded that the case be reheard and has also enlisted the support of the British government, which attacked the ruling last week.

But the litigation does not end there. Mr John Miller, a former Lloyd's policyholder and 94-year-old resident of Monte Carlo, has returned to a Florida court to sue a group of the insurance market's underwriters.

He alleges they deliberately withheld money owed to him in an act of "bad faith". If a ruling is made in his favour, he could be awarded up to \$25m (\$40m). Mr Miller is no stranger to legal tussles with Lloyd's. He sold all of the family silver and an art collection to finance a nine-year battle over the insurance claim for his storm-damaged yacht. He

**The Feltrim Names Association will be asked to approve going into 'suspended animation'**

Damon de Laszio, Feltrim chairman.

won that fight three years ago: a bitter sweet result as much of the \$4.5m awarded went to his lawyers.

His prolonged struggle against the insurance market has seen him again take the witness stand just as another action in the UK reaches a climax.

The final arguments of a case brought by Lloyd's against investors who refused to accept its \$2.2bn offer compensating them for \$8bn in losses suffered from 1988 to 1992 are to be heard in the UK High Court today.

The insurance market is seeking to recover \$350m in debts from 1,755 recalcitrant Names.

A group called the United Names Organisation is fighting on their behalf and has alleged that Lloyd's committed fraud by recruiting Names while hiding knowledge of its losses. Lloyd's denies these charges and demands the Names should

pay their debts before suing. The UNO is also expected this week to try and take up the reins in another High Court action.

This case was originally brought by Names who have since settled but who claimed the way in which Lloyd's operates contravened European competition laws.

The Names had been in the process of appealing a decision in Lloyd's favour and the UNO wants to continue.

But the big action groups

of Names which led the fight against Lloyd's in the past are winding up.

The Sturge Names Action Group, which represented investors with projected losses totalling £1.4bn, holds its final meeting on Thursday, when it will cease to exist.

A separate offshoot will be created to fight a legal battle against solicitors Clyde & Co.

The Feltrim Names Association meets on Thursday too, when members will be asked to approve plans for putting the group into "suspended animation", according to Feltrim chairman Damon de Laszio. The Feltrim Names will also be asked to approve remuneration of £1m for the group's committee members.

Outstanding litigation continues to embarrass Lloyd's. But there is little danger that all this litigation will unhinge the insurance market's completed recovery plan. More than 95 per cent of 34,000 Names worldwide accepted the settlement offer and agreed to pay a premium for reinsuring the old losses into Equitas.

Christopher Adams

## Industry 'ill-prepared' for Emu

By Wolfgang Münchau, Economics Correspondent

British industry is ill-prepared for the European single currency, the finance directors of Britain's largest companies say in a report published today.

The 100 Group, made up of 140 finance directors of the largest UK companies, say companies may have spent a considerable amount of time considering the pros and cons of European monetary union but they have not yet made the necessary preparations for it.

Mr Edward Weiss, chairman of the group's working party on the single currency, said: "So far the main involvement of management has been to consider the economic arguments, but we have now got to move on. Monetary union will happen at some point and the effect

Leading finance directors stress action is needed whether or not Britain joins single currency

on the way we do business is going to be immense."

The report stresses a dual software problem: companies must change their computer systems to handle both the transition to the single currency and the "millennium bomb" - the inability of many computers to cope with the date change at the end of the century.

The group identifies a series of issues businesses must confront, irrespective of whether Britain joins Emu or not. It says Emu will create a larger, more liquid and more efficient capital market that may offer cheaper sources for long-term finance. Companies

should review their treasury management operations to seek lower borrowing costs and demand better pan-European services from their banks. In addition, the new currency could make prices and wages more transparent across Europe. The likely effect would be an increase in competition.

The report also suggests that banks and retailers in particular will need to pay closer attention to the changeover of cash-handling systems, including cash dispensers and tills.

Retailers may have to cope with two sets of notes in circulation during a change-over period.

Other areas identified by the group as needing further consideration are pensions and various legal issues. It is also concerned about the UK's continued access to the single market if Britain remains outside the single currency.

● Nearly three-quarters of companies are likely to seek exemption from the European Union working time directive when it comes into law in the UK, according to a survey published today by the Institute of Directors.

The survey of 700 company directors found 74 per cent would seek an opt-out from the legislation on the grounds that the "nature of their business made compliance impractical". Two-thirds cited the need to perform "urgent or unforeseen work" as the reason. The need to ensure continuity of production was also cited.

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Zambia's privatisation programme has already been heralded as the most successful in Africa with foreign direct investment having trebled over the last three years. FT Conferences, in association with the Zambia Privatisation Agency, is holding a one-and-a-half day meeting in Lusaka, providing an ideal opportunity to learn about specific opportunities for potential investors resulting from the privatisation process. In addition to the formal conference programme, there is also the opportunity for private meetings with representatives from government ministries, local business and other institutions.

**The organisers reserve the right to alter the programme as may be necessary**

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## MANAGEMENT

China is struggling to reconcile low executive pay with a market economy, says James Harding

## Hidden compensations

Chen Chunbo is by any measure a successful Chinese businessman. He has managed the transformation of the Mapo County collective enterprise, a rag-bag of rural workshops, into the multimillion dollar Beijing Country Club, comprising a golf course, a race track, an entertainment centre and more.

Successful he may be, but his annual salary is only just over \$5,000 (£3,144). "One would naturally want more, but there are enough people already looking over my shoulder," he says.

Socialism with Chinese characteristics, the term coined by the late Deng Xiaoping to disguise China's conversion to capitalism, unleashed Chen and a generation of entrepreneurs. But, in one sense at least, Chinese companies are showing their communist credentials - the comrades in the boardroom are officially paid little more than the comrades on the shopfloor. As Chen explains: "This is executive pay with Chinese characteristics."

That, at least, is the official position. Taking into account the "grey income" - benefits, hidden compensation, directorships on subsidiaries and old-fashioned graft - executive income is privately estimated by government economists to be at least three times the stated figure.

The Communist party leadership, though, preoccupied by the widening gap between the rich and poor, clings to the nostalgia of an egalitarian salary structure. The Ministry of Labour issues general guidelines on remuneration recommending that the top executives should not, in principle, be paid more than three times the salary of ordinary workers. The guidelines apply to state-owned enterprises, covering about 70 per cent of workers in urban areas. The government's suggested pay scale for directors is tied to company assets: Yn20,000 (£1,506) a year at enterprises with assets of Yn100m, Yn30,000 at companies worth up to Yn500m and Yn50,000 where assets exceed Yn500m.

So the annual salary last year for the directors of China Eastern Airlines, the country's most profitable airline which floated to an enthusiastic welcome on the Hong Kong and New York exchanges earlier this year, was on average Yn43,370.

At Inner Mongolia Erdos Cashmere, the world's largest cashmere maker and one of the most successful companies in the textile sector, Wang Linxiang, president and general manager, is on a salary of Yn21,600. The management of loss-making companies with comparable assets would be paid the same.

The government acknowledges that the salaries are out of kilter with wages at foreign joint ventures or private Chinese enterprises, which are free from government intervention. At a foreign-Chinese joint venture, a



mid-30s manager might hope to earn more than \$25,000 a year, according to a Shanghai-based personnel consultancy.

However, labour ministry officials say changing state-sector salaries would involve "taking a hard look at the political situation... it would involve changing people's mindsets".

One such mindset is that of Jiang Zemin, China's president, who is painfully aware that while Deng's economic revolution lifted hundreds of millions of people have been left behind, resentful of their relative impoverishment. Jiang recently scolded party members and state employees who "have forgotten the party's good traditions characterised by arduous struggle, diligence and thrift".

He added: "In opening up to the outside world, we must actively make use of things from developed western countries... but we must be careful not to take the decadent things for miracles, or ulcers for treasures."

In such an atmosphere, even Shanghai businesspeople, who have a reputation for being brazenly materialistic, say talk of reforming the official pay structure is practically taboo.

"This is a very sensitive problem," says Tao Guoqiang, president of Forever Bicycle. "Of course, we think it is unfair. We think we should be paid better. But there are a lot of people who are unemployed or redundant workers with very low salaries. So this is not something we can really talk about."

While the managers grumble behind closed doors, the best and brightest young graduates are

doing the arithmetic for themselves. A survey last week in the Liberation Daily, the official Shanghai broadsheet, showed that Shanghai university graduates "ask for too much" when applying for a job. The average monthly salary in Shanghai last year was Yn888, but young people usually ask for Yn2,000 to Yn2,500 a month.

A recent straw poll of Nanjing graduates by Pacific Bridge, the US human resources company, showed 80 per cent said a foreign-Chinese joint venture was the most attractive kind of company

**'Management gets luxurious housing, domestic staff, travel expenses, not to mention free banquets'**

to Chinese workers seeking employment. Nobody thought a career at a Chinese state-owned enterprise appealing.

At Sinochem, the mammoth state enterprise under the umbrella of the Ministry of Foreign Trade and Economic Co-operation, the salaries of middle management are kept down "lest disparities in pay become obvious".

The price of that is a "brain drain, particularly the loss of young middle-level managers to foreign and private firms", says one company official.

Similarly, Citic, China's premier investment group, reports the "loss of young talent" as monthly salaries for top managers of a little over Yn2,000 and

"hidden compensations" are not enough to satisfy its staff's increasing aspirations.

The "hidden compensations" are substantial. At one of China's largest state-owned companies an official says: "The upper management gets free sedans with chauffeurs, luxurious housing, domestic staff, comprehensive travel expenses at home and abroad, not to mention free banquets and limitless expenses for dining and dining guests. Some also sit on boards of foreign companies or associated subsidiaries, giving them additional income."

Richard Graham, head of ING Barings in China, says "low remuneration has always allowed for the possibility of corruption".

As another Shanghai analyst puts it: "While the guy is general manager of a big company in China, he is king and everything he wants - his daughter's education in Vancouver, the holidays on Hainan Island, the cars and the carpets - is paid for. There is no separation of personal and private income. But when he leaves the company, he has nothing to fall back on. So what they do is milk the company as they near retirement."

The managing director of one of Shanghai's flagship manufacturing companies confirms that "special deals" to keep old managers comfortable in their retirement are common. "What people often do is arrange a little company, open a property business, set it up with the company's money and put themselves on the board. Even better, they establish a foreign subsidiary which can pay them overseas. That way they can then go on getting profits or consulting fees after they finish working," he says.

Economists at the Shanghai municipal government say the "grey income" problem, let alone the rising incidence of corruption, makes a serious dent in fiscal revenues. Official, taxable income last year was on average \$1,280 in Shanghai, but municipal forecasts suggest real earnings were three times that figure. At some of the state companies unofficial earnings exceeded official pay by as much as 10 times.

In an attempt to redress the balance between foreign and state salaries and staunch the growth of "grey income", Shanghai authorities last year introduced a trial bonus scheme for managers at some of the city's 200 state enterprises.

Directors of companies like Baoshan Iron and Steel, one of the largest steel makers in Asia, continue to receive standard salaries, but can earn bonuses worth up to three times their official pay if they meet agreed targets, according to one government official.

He says the introduction of the scheme is part of China's transition to the market economy, but adds "we had to introduce the bonuses, because people would be taking the money anyway".

Chen at the Beijing Country Club hopes that Chinese people will become more open-minded and executives will be paid competitive salaries.

In the meantime, though, China will find it hard to reconcile one of the anomalies of the socialist market economy: paltry executive pay in a profit-driven society. Chen explains: "If I were paid much more, people would start rebelling. They would be very envious. This is what we call China's red-eye disease."



Spotting opportunities: Jeffrey (left) and Myers

## PARTNERS

## United Overseas

Jeffrey Curtis, 54, set up the United Overseas Group in 1976. A year later Robert Myers, 48, became a partner. Their company buys surplus branded products and repackages them for distribution throughout the world. Their annual turnover is \$70m. At the end of March the company will be listed on the London Stock Exchange.

spotting opportunities and knowing what will sell."

Jeffrey: "When I set up the company I knew the future lay in branded goods. Buying existing brands that have been subject to package change is always better than buying a product that is made to price. Heinz Baked Beans at a price are better than beans by Fred Jones at any price."

Robert came from an accountancy background and taught me financial discipline. In turn I taught him everything about trading.

I don't think either of us ever doubted the company would be big. Our first year turnover was \$460,000, 20 years later it's \$70m with no sign of a ceiling.

In the early days we made mistakes because we were hungry and said 'yes' to things through lack of experience. We once bought a whole range of perfumes and cosmetics after seeing some beautifully packaged samples. Unfortunately, when they arrived they were all in bulk shipping cartons and we lost a lot of money. Nowadays we don't buy anything we haven't seen.

Robert and I can go to a warehouse to price stock and although we'll start at opposite ends and pass each other, we won't be more than 5 per cent out on our individual analyses.

At one time Robert wanted us to move into retail, which was a terrible idea because we would have been competing with our customers. Accountants always want to enhance things whereas I was happy for us to stay on course.

He's now MD of the toy division and respected by everyone in the industry. I often think I saved him from having a very dull life."

Fiona Lafferty

## Hysterical writers guilty of workplace abuse

## Does Europe matter?

Look at tomorrow's world, and what do you see? Is it an economically and strategically dominant America? An ascendant Asia? Perhaps a resurgent Russia?

And in your vision, where does Europe stand? Is Europe on the wane, culturally, economically and strategically?

The Philip Morris Institute for Public Policy Research, an independent think-tank based in Brussels, is concerned about these questions. That's why we launched a writing competition in 1995 called the Philip Morris Institute Europe Prize.

In its first year, 2,136 people from 67 different countries took up our invitation to write on the theme:

"What Europe for the New Millennium?" In November 1996, the first Philip Morris Institute Europe Prize was presented by Peter Sutherland.

This year, we are asking entrants to write on the theme "Does Europe Matter?" A jury of senior journalists will make three awards: the Philip Morris Institute Europe Prize, worth Ecu 15,000, and two runners-up awards of Ecu 6,000 and Ecu 4,000. An Ecu 5,000 award may also be made for the best submission from a young writer (age 18 to 28).

The closing date for submissions is May 16, 1997. Only original, unpublished material is eligible. For entry details, please contact the Philip Morris Institute at the address below.

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The chances are that you are a victim of abuse. Not sexual abuse, but a brand new sort: corporate abuse. According to a recent book by a couple of American women, corporate abuse is rampant. Workers everywhere are being abused, our employers are overworking and bullying us, our ideas are being ignored, and we are suffering from low self-esteem, helplessness, fear, hurt and self-hatred. We are the victims of the lean and mean organisation.

Just thinking about it makes me cross. Not at the thought of all of us abused workers, but at the woolly thinking and hysteria behind the idea.

The book begins by stating that people enjoy work much less these days than they used to. What evidence do they have for this? Some recent trends have been good, others bad. Jobs are less secure, but people are less likely to feel powerless and stuck in a rut. It is all swings and roundabouts.

The language is also objectionable. It is bad enough having victim-speak applied to all aspects of our non-work lives, but having it in the office as well is too much.

It is true that some companies do give employees a very bad time. But that has always been the case. The difference now is that companies which consistently mistreat staff have a way of not surviving.

The judges gushed; the winner basked in self-congratulation. Once again Marks and Spencer was voted best company in the British Quality of Management Awards. What are we to make of this? That there is only one really good company in Britain?

Or are we to suspect that the captains of industry, journalists and investors who vote for Marks and Spencer year in year out do so not because it is the best company, but



Lucy Kellaway

because it has the reputation of being the best?

The most peculiar aspect of the awards was that Marks and Spencer was also named as the company with the best record in corporate governance.

In 1986, the year in which the judging was done, the M&S board was not exactly a model of the nimble, modern board, well-stocked with energetic non-executives. Indeed, against 18 executive directors there were just four non-executives, of whom the youngest was 63.

Even the company itself must have felt that its board structure was wanting, as it has subsequently

doubled the number of non-execs - though they are still far outnumbered by executives. And Sir Richard Greenbury, while his title is simply "chairman", might as well also be called chief executive, as the next position down is joint managing director, which is split four ways.

There are lots of things you could praise Marks and Spencer for - its results, its strong culture, its great underwear. Outstanding corporate governance is not the first that springs to mind.

We The People Worldwide is an excit-



"I'LL GET MY DESK OFF YOUR FOOT WHEN I'M GOOD AND READY, TOMKINS."

ing new magazine that has just been circulated to all Merrill Lynch staff. The first issue contains a stimulating article, Becoming a World Class Employee, which gives 23 handy hints on how to achieve this. The first step to excellence is to "think of yourself as a consultant... earn your consulting fee every day".

If I were head of Merrill Lynch, I would beg staff not to think like consultants - focusing on the short term, not feeling part of the organisation, fancying yourself superior to everyone else...

ML views this magazine as serving its "employee community" worldwide. No such community exists. If you are a US broker on Wall Street you may regard these handy hints as useful. But for Merrill Lynch employees in London, the personal philosophy of excellence is more likely to involve getting the job done, then going for a pint over which they can ridicule the new staff mag.

Most management books have a slick title followed by badly presented, unoriginal twaddle. That is the view of the judges who have just read stacks of these books for this year's Management Consultancies Association book prize.

It goes without saying that they are right: management is a flabby subject on which it is hard to write intelligently. Nor is there any particular incentive to be cogent, as managers will apparently buy almost anything, and then not read it.

The head of the MCA said that what we need are more books that change people and the way they do things. I'm not sure I agree with that. It is not change per se that is wanted. It is change for the better. One or two books a year which do that are plenty to be getting on with.

guilty of  
house

"True creativity blooms when we dare to reject 'common sense' and traditionally accepted scientific knowledge."  
KAZUO INAMORI, founder of Kyocera

# FINANCIAL TIMES COMPANIES & MARKETS

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MATERIALS AND  
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Monday March 24 1997  
Week 13

## IN BRIEF CSFB moves into high-tech financing

Credit Suisse First Boston entered the lucrative world of high-technology financing by taking a 55 per cent stake in Volpe Brown Whelan, a specialised San Francisco investment bank. Through the deal CSFB, which is part of Switzerland's Credit Suisse, joins Union Bank of Switzerland and Germany's Deutsche Morgan Grenfell in the scramble to capture a share of one of the fastest-growing sectors in corporate finance and advisory services. Page 23

**Philips seeks product growth stability**  
Philips, Europe's largest consumer electronics group, is to limit the extent to which it stakes its future on product breakthroughs - aiming for predictability in growth rather than seeking rewards in expensive innovations. The company came close to bankruptcy in 1991 but recovered to achieve record net profits of £1.252bn (£1.35bn) four years later, before sliding back into a £1.59bn loss last year. Page 22

**Monnet to authorise postal privatisation**  
The privatisation of Argentina's state-owned postal service, Encotasa, is expected to be authorised in the next few days by a decree from President Carlos Menem. In an attempt to assuage fears of the creation of a potential monopoly by private local mail providers, a last-minute "anti-monopoly" clause was included in the privatisation decree guaranteeing "competitive market conditions". Page 22

**BHP reports 69.5% advance in earnings**  
Stronger oil prices and rising copper production helped Broken Hill Proprietary, the Australian resources group, to report third-quarter earnings to end-February up 69.5 per cent at A\$378m (US\$297m) after tax. However, the nine-month total, including abnormal items, was up only 6.3 per cent over the same period of 1995-1996, at A\$1.17bn. Excluding abnormal items, the nine-month profit was A\$1.06bn, a 2.6 per cent rise. Page 23

**ScotAm decision on bid expected**  
The climax to the £2bn (£3.18bn) auction for one of three bidders - Prudential, Abbey National or Australian Mutual Provident - is named as winner. The news will be accompanied by details of special bonuses for the mutual life insurer's 1.1m policyholders, adding to this year's £25bn demutualisation bonanza from financial services groups. Page 20

**Storm forecast for P&O shareholders**  
Shareholders in P&O, the shipping and property group, face a trying week with the company's pre-tax profits forecast to fall by £20m (£31m) and limited news of progress with its planned £1bn divestment. P&O is expected to report pre-tax profits at about £200m tomorrow. Page 20

**Parmalat to acquire Beatrice Foods**  
Parmalat, the Italian dairy products group, has stepped up its aggressive international expansion strategy with the £250m (US\$210.2m) acquisition of Beatrice Foods of Canada. Under the deal, the Italian company will purchase a 75.1 per cent controlling stake worth £220m in the Canadian group. Citicorp, the New York bank which has been advising Parmalat, will acquire the remaining 24.9 per cent. Page 23

**Rolling Stone finances health club**  
Ron Wood, who is used to singing for his supper as one of the Rolling Stones, is looking for further satisfaction through a worldwide chain of health and fitness clubs. The guitarist has guaranteed a bank facility of £1m (£1.69m) to the Harrington Club, which aims to be the first in London to combine exclusive social and health facilities under one roof. Page 20

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## Chairman says he will resign if European Commission forces sell-offs Crédit Lyonnais boss defiant

By Andrew Jack in Paris

The chairman of Crédit Lyonnais yesterday upped the stakes in the battle over the restructuring of the French state-owned bank with a suggestion that he would resign if the European Commission forced him to sell off many more of its activities.

In an interview with the FT, Mr Jean Peyrelevalde said: "You cannot have any further significant reduction in the perimeter of the bank without destroying it."

The French government is expected to submit a privatisation plan, which could cost up to FF300m (£5.27bn), to European competition authorities in Brussels within weeks.

Commission officials have already indicated that they would demand considerable extra concessions in exchange for approval of the plan, including the sale of significant Crédit Lyonnais operating activities.

However, Mr Peyrelevalde specifically said it was "out of the question" to sell the bank's capital market operations in New York or Tokyo, or other important international businesses which, he argued, were essential to maintain operating profits of at least FF89bn

FF89bn a year. While denying that he was attempting to blackmail the French or EU authorities, Mr Peyrelevalde said that he had been nominated in late 1993 to make Crédit Lyonnais viable and that he had "an ethic of responsibility" which could force him to resign if his objectives were rendered impossible.

He dismissed renewed attacks from competitor banks and French politicians over his calls for a recapitalisation, arguing that all the country's banks had received injections of funds ahead of privatisation. He added that he was unaware of any other large bank in the world that had been dismantled.

Mr Peyrelevalde said a recapitalisation was necessary, both to compensate for capital losses the bank will make when selling some activities it bought at high prices in the last few years, and to improve its Cooke solvency ratio and credit rating.

However, in a change from his comments in recent months, he said that Crédit Lyonnais' existing Cooke ratio of 4.5 could be increased to just 5.20 or 5.30 - a little below that of its rival Banque Nationale de Paris - rather than



Jean Peyrelevalde, who yesterday upped the stakes over restructuring Crédit Lyonnais

the 6 per cent figure he has previously cited. He stressed that he was already meeting the objectives of a previous state-brokered restructuring plan approved by the EU in 1995.

That required the bank to reduce its commercial presence outside France by 35 per cent. The latest move under this plan was the sale of its specialist consumer credit arm Woodchester, announced earlier this month.

"In the year 2000, Crédit Lyonnais will be smaller in assets, staff and agencies than in 1993, before its period of folly," Mr Peyrelevalde said.

"I am putting the counter back to zero. We will have lost 12 years of growth. Our competitors should rejoice."

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## Private UK clothes retailers outperform Euro rivals

By Roger Taylor

Many privately-owned clothes retailers in the UK are achieving financial returns that shame their quoted competitors and their peers in Continental Europe, a new survey has revealed.

Groups such as River Island and New Look in the UK have been making about 60 per cent return on capital each year and achieving double digit increases in sales. In contrast the best return from a quoted company came from Benetton of Italy which managed a 45 per cent return on capital.

The worst performers were less focused groups such as Hertie, Dyckhoff and Boecker in Germany which saw sales fall and produced zero or negative return on capital.

The survey, by Kurt Salmon Associates, the management consultant which specialises in consumer industries, compares published financial data for European clothes retailers over three years between 1993 and 1995.

Top of the table comes Oasis, the UK women's fashion retailer which, although now quoted, was privately owned for most of the period under study. It achieved a return on capital of 72 per cent and annual sales growth of 44 per cent.

Oasis was floated in June 1995 at 148p, since when the shares have risen to 380p.

In second place was River Island, the menswear chain owned by Lewis Shops and created out of the old Chelsea Girl and Concept Man chains. It managed 18 per cent annual sales growth and 59 per cent return on capital. River Island is expected to come to the market soon.

The aim of the survey was to see how different management attributes related to financial returns.

Mr Alan Braithwaite, vice-president of KSA, said: "The most successful companies are those that have tight financial controls and which remain focused with relatively few brands and a clear target market."

The form of ownership was not found to be a significant influence on success but the strength of many privately owned chains may come as a surprise to industry observers.

Lex, Page 18

## C&W set for last stage of telecoms merger

By Alan Cane in London

Cable and Wireless, the UK-based telecommunications group, will today publish the offer document for the formation and flotation of Cable and Wireless Communications, one of the most complex mergers ever seen in the UK.

The planned telecoms and cable subsidiary, valued at about £25bn (£7.85bn), is expected to revitalise the UK's stagnant cable television business and inject competition into the telecoms market.

The deal, through which C&W will be forged from C&W subsidiary's, Mercury Communications, together with the UK-quoted cable companies, Nynex CableComms, Bell CableMedia and Videotron, was announced in October last year.

The offer document will set out the terms under which investors in Nynex CableComms and Bell CableMedia will be able to switch holdings into C&W shares. It will also provide pro forma financial information including cash flows and a balance-sheet for the new company on which it will be floated in London and New York in the next few weeks.

The document will be welcomed as an indication that Mr Brown, C&W chief executive, has managed to keep one of the most complex mergers ever seen in the UK on track.

The programme has included the appointment of a chief executive, Mr Graham Wallace, formerly of Granada, and non-executive directors including Sir Bryan Carberg, the UK's first telecoms watchdog. Mr Wallace is seeking a chief operating officer from outside to allow him more time to concentrate on integrating the group and maximising revenues.

C&W will be the UK's largest cable company and, analysts believe, one of the few telephone companies in a position to mount a significant challenge to British Telecom.

Some 15 per cent of the company is to be floated in London and New York in late April or early May. Analysts suggest a value £4b-£5bn.

When the deal was announced in October, C&W had management control with a 52.6 per cent holding in C&W while Nynex of the US held 18.5 per cent and Bell Canada, 14.2 per cent.

It is believed, however, that Mr Brown is keen to extend C&W's holding in C&W and would be willing to bid for some or all of the 15 per cent set aside for public shareholders. He is known to view C&W as C&W's core activity and to be anxious to see its influence extended abroad.

## UK poll set to delay Bass deal with Carlsberg-Tetley

By David Blackwell in London

The drive by Bass to re-establish its position as the UK's biggest brewer looks set to be derailed by the country's general-election campaign.

A government ruling on its proposed £200m (£318m) acquisition of rival Carlsberg-Tetley is expected to be delayed until a new government is formed after May 1.

Although the Monopolies and Mergers Commission will deliver its findings to trade secretary Mr Ian Lang today, observers say he is unlikely to make a ruling in a controversial area of competition policy that could readily be overturned by a successor.

The delay is a blow for Bass. It said yesterday that Carlsberg-Tetley "will only suffer further from any more delays". The best outcome for

Carlsberg-Tetley, a joint venture between Danish brewer Carlsberg and Allied Domecq, would be for the merger to be given the go-ahead, an official said.

An executive at Carlsberg added: "We would obviously like to see the proposed merger cleared by the secretary of state as quickly as possible."

In normal circumstances the announcement of the secretary of state's decision follows four to six weeks after delivery of the MMC's report.

The case is likely to be the first MMC referral to be dealt with under a new Labour administration, if the opposition party wins the election. According to one analyst this makes the odds of the deal being blocked 50:50.

"The delay is harmful for Carlsberg-Tetley," said the analyst. "Morale has been severely dented. But I don't see any decision being made until June or July."

Mr John Carnegie, drinks analyst at BZW, said a Labour government would want to be seen to be taking a firm line on Conservative policies it had been criticising.

The chances of the deal going through were a lot worse than under the present government or under a more established Labour administration.

Nevertheless, the final outcome would depend on the MMC recommendations as Bass would not want to be seen quarrelling with informed opinion.

"On balance, I think it will still go through," Mr Carnegie added.

If the deal were given the go-ahead, the downward trend in beer wholesale prices would

come to an end. Bass would regain its number one UK brewer status with 38 per cent of the market.

It was usurped in 1995 by Scottish & Newcastle, which landed 30 per cent of the market after taking over Courage.

However, there are likely to be conditions. The outgoing government forced Scottish & Newcastle to trim its estate to 1,900 managed and 700 tenanted pubs.

Rough calculations suggest Bass might be required to shed 2,000 pubs.

If Bass finds the conditions too onerous, it can walk away from the deal and sell Carlsberg-Tetley back to its co-owners, Carlsberg and Allied Domecq, the spirits and retailing group, recouping £140m.

Lex, Page 18

## Disney negotiates refinancing deal on \$596m loan

By Edward Luce in London

Walt Disney, the US entertainment company, has negotiated a ground-breaking deal to refinance a ¥73.4bn (\$596.74m) loan which is backed by future royalties from Tokyo Disneyland - the most visited theme park in the world.

The arrangement, which bankers have called Dwarfs Dated Widely Auctioned Royalty Financing Structure - is designed to reduce the interest costs on the loan Walt Disney originally took out in 1988.

It is intended to eliminate the risk associated with fluctuations in the yen-dollar exchange rate during the remaining 11 years of the loan's life.

"By monetising [securitising] its future royalties, Walt Disney has taken the perfect hedge on future fluctuations in the yen-dollar exchange rate," said Mr Tom Skwarek, head of global finance at HSBC Markets, lead manager of the refinancing deal.

Tokyo Disneyland is owned by Oriental Land, a Japanese property group listed on the Tokyo stock exchange. Walt Disney's loan is backed by royalties in gate receipts and concession fees which it receives from Oriental Land.

The refinancing is the latest in a series of "securitised" deals to have hit the market. Securitisation enables the borrower to raise money backed by future earnings from its business. In 1992 Disney became one of the first "intellectual property" companies to securitise its future earnings with a \$400m debt issue



backed by copyright royalties from planned feature films.

With royalties earned from the theme park, Walt Disney will service the ¥73.4bn loan at an annual rate of 3 per cent. This is about half the rate it was paying on the securitised 20-year loan arranged by Citibank in 1988.

The 6 per cent interest cost which Walt Disney negotiated in 1988 reflected the cost of debt in Japan at the time. But the recession in Japan has pushed short-term interest rates to below one per cent.

Officials in the syndicate, which comprises HSBC, Citibank, the Long Term Credit Bank of Japan and Dai-ichi Kangyo Bank, say the refinancing has several unusual features. Unlike most securitised loans, payments will be at a floating rather than at a fixed rate of interest.

The royalties will be paid into a separate company which is incorporated in the Cayman Islands - an offshore financial centre in the Caribbean.

HSBC Markets will conduct an auction at three-year intervals when the coupon paid to lenders escalates from 30 basis points over Japanese Libor to 60 basis points and 90 basis points respectively.

March 1997

# SIG

ARCHITECTURAL PRODUCTS

£82,000,000  
Management Buy-Out  
from  
SIG Plc

Led, structured and arranged by  
NatWest Ventures

Equity provided by  
NatWest Ventures

Senior debt provided by  
NatWest Markets Midland Bank

Mezzanine provided by  
ABN AMRO Causeway Mezzanine Partnership  
Mithras Investment Trust plc  
Group Trust plc

NWV  
NATWEST VENTURES

NatWest Ventures Limited, regulated by LMA, is part of NatWest Markets, corporate and investment banking.

## COMPANIES AND FINANCE

Pay-outs to policyholders likely to exceed original £365 indicated by Prudential in its offer

## ScotAm decision could be tomorrow

By Christopher Brown-Humes

The climax to the £2bn auction for Scottish Amicable is expected this week when one of three bidders - Prudential, Abbey National or Australian Mutual Provident - is named as winner.

The news will be accompanied by details of special bonuses for the UK mutual life insurer's 1.1m policy-

holders, adding to this year's £25bn demutualisation bonanza from financial services groups.

It is understood the result will be announced tomorrow or Wednesday. "We don't know whether a decision has been made yet," the Prudential said yesterday.

How policyholder bonuses are paid will depend on the structure of the winning candidate's bid. But pay-outs

will probably exceed the levels indicated by Prudential and Abbey National when they made their original offers last month.

At that time, Prudential offered policyholders an average of about £385 in cash or shares, with a similar amount added to policies as part of its £1.9bn offer for the mutual.

Since then, all three bidders have found ways to rep-

licate the structure of the Prudential's bid, allowing surplus capital backing the current with-profits fund to be made available to policyholders. Analysts say the winner could top £2.3bn.

SBC Warburg, adviser to Scottish Amicable, has stressed that the highest headline figure may not offer the best overall terms to policyholders.

But this could add to the

group's headaches, given the possibility that one of the losers may challenge the outcome. Scottish Amicable plans to send out a policyholders circular in May, ahead of a vote in June, and likely finalisation of the transaction in the autumn. The circular will contain details of all the offers, and the reasons for accepting the winner. The mutual has accepted that its own plans

to demutualise ahead of a flotation in three to five years time are dead.

The conclusion of the auction will throw a spotlight on other medium-sized life mutuals that analysts believe could make attractive targets for the unsuccessful bidders. AMP has said if it fails to win Scottish Amicable, it will look to buy another as a platform for expansion in Europe.

## Rough waters forecast for P&amp;O investors

By Michael Lindemann

Shareholders in P&O, the UK shipping and property group, face a trying week with the company's pre-tax profits forecast to fall by £20m and limited news of progress with its planned £1bn divestment programme.

P&O is expected to report pre-tax profits at about £200m tomorrow, down from £220m.

The company last week denied reports it had postponed the flotation of Bovis Homes, its UK house building operation with net assets of about £260m, and said the sale was due to take place this year. It had previously suggested it might happen in the first quarter of 1997.

Last March, P&O announced it would sell businesses and property worth about £1bn over three years. In 1996 it sold businesses worth £147m and made property disposals worth £200m.

P&O will be hoping improving conditions in its cruise business and last year's merger of its container operations with Nedlloyd, the Dutch transport group, will reduce pressure to make disposals.

But analysts suggested the profits may come under additional pressure following

news last week that Nedlloyd's profits had been "whipped" by low margins in the container market. About 11 per cent of P&O's 1996 operating profits came from its container business.

Hopes that Lord Sterling of Falstow, chairman, might offer good news on the proposed channel ferry merger with Stena, the rival operator - in time for the summer peak season - have also been dashed now the Monopolies and Mergers Commission's report has been delayed. It was to be completed on March 6 but will now be passed to Mr Ian Lang, the trade and industry secretary, on April 4. If the MMC report recommends an unconditional merger, this could go ahead immediately.

However, analysts suggest conditions will be attached that are likely to delay the merger and mean the ferry companies operate below capacity during the peak summer season.

Continued competition from Eurotunnel, the channel tunnel operator, is likely to aggravate the ferry operators' predicament. Analysts said the MMC report is likely to recommend continued competition in freight but the operators might merge passenger operations.



The times they are a'changing: Ron Wood is the membership secretary of a health club

## It's only rock and roll - but it finances a health club

By David Blackwell

Ron Wood, who is used to singing for his supper as one of the Rolling Stones, is looking for further satisfaction through a worldwide chain of health and fitness clubs.

The guitarist has guaranteed a bank facility of £1m to the Harrington Club, which aims to be the first in London to combine exclusive social and top-notch health facilities under one roof.

The club committee includes such celebrities as tennis star Andre Agassi, jockey Frankie Dettori, and film star Keifer Sutherland. Mr Wood is the membership secretary.

The Harrington Club, which is advised by Pannell Kerr Forster, is seeking to raise £2m through the offering of 2m shares. The offer closes on April 4, when the group plans to start spending a total of £3m converting the old Pineapple dance stu-

dios in South Kensington.

Mr Connor O'Brien, finance director, said that if the offer was successful, the club would open near the end of this year. The company would seek a listing on Oxfex, with the ambition of moving to Aim. With a planned initial 2,650 members, the club was budgeting for revenues of just over £4m and profits of £532,000 in 1998, he said. It would look to open clubs in cities such as New York and Los Angeles.

## GWB hits Atlanta as first base

By Clay Harris

Gartland Whalley and Barker, the Halifax-based industrial corporate developer, has chosen the south-eastern US as the most fertile ground for its first international expansion and appointed an expatriate Yorkshireman to lead it.

GWB, an Aim-traded company controlled by Mr Tony Gartland and several former colleagues at FKI, will announce today the selection of Atlanta as headquarters for its US operation and name Mr Bryan Clarke, aged 48, as chief executive.

Mr Clarke, president of Duropp Adler America, a German-owned maker of industrial sewing equipment, has worked in the US since 1986. In the UK, GWB has bought small private manufacturing companies, expanded them by acquisition and then floated them on the stock market before eventually selling out.

GWB had previously announced its intention to repeat this formula in the US by creating up to four regionally based "mirror image" companies.

Mr Clarke said Atlanta had beaten out Chicago as the site for the first operation. He said: "The competition for this sort of investment is intense, but it is less so in the south-east. It's a good place for us to cut our teeth."

## NEWS DIGEST

## PizzaExpress damps bid talk

PizzaExpress has moved to damp speculation of a bid, following a big rise on Friday in the restaurant group's shares.

They have risen more than 40 per cent this month: on Friday they rose more than 300p before settling 57p higher at 767½p.

Mr David Page, chief executive, said: "We have the highest pie in the sector. If you were on the board of another company you would probably be asked to resign if you suggested a bid at these levels."

"In four-and-a-half years [since the 1993 flotation] nobody has ever approached us with an offer."

The company said recent gains in the shares reflect the level of growth. PizzaExpress plans an additional 30 restaurants over the next 12 months as well as increasing the return from its existing outlets.

On Friday the shares stood on a prospective pie of 44, based on forecasts by UBS, the house broker.

Peter John

## Virgin Cinemas at £13.5m

Virgin Cinemas yesterday said its 26 multiplex sites, retained after the sale of 80 traditional cinemas to the ABC chain in May, made operating profits of £13.5m in 1996, up from £7m.

The result, its first full year under the ownership of the Virgin group, came with the news that capital investment will increase from \$11.7m last year to \$34.5m this year: the company plans 20 new cinemas within three years.

## Chas Taylor losses deepen

Charles Taylor, the insurance services company which floated in October, announced increased full year losses of \$5.34m for 1996 against £2.05m the previous year.

The company was hit by exceptional charges of £7.31m (£2.68m) for restructuring; there was also a £1.82m (£2.08m) charge for exceptional remuneration. Stripping these out, the company reported underlying pre-tax profits of £2.8m (£2.6m) which matched directors' expectations. Turnover was 6 per cent ahead at £20m.

## Tyzack looks to future

Tyzack Precision, until December known as Eurovela, has "witnessed a fundamental improvement in structure and prospects" over the past six months, according to Sir James McKinnon, its chairman. Both changes stem from the sale of its surface treatment division to US Filter for \$12m.

Sir James said the sale of the division for an attractive price left the group with cash resources of £11m with which to pursue its acquisition programme.

There was a pre-tax loss of £512,000 in the half-year to January 31, compared with a £211,000 profit. Sales increased to £18.7m (£17.5m).

## Carclo in £25.6m acquisition

Carclo Engineering Group, the specialist wire and technical plastics concern has acquired for £25.6m cash the technical mouldings division of BHS Group.

Carclo directors said they intended to add value and generate further growth in the division through a focus on margin improvement and selective capital expenditure. Net assets of the division were £12.2m as at December 3 1996.

## Speciality Shops slips

Speciality Shops, the property company which concentrates on shopping centres, reported a fall in 1996 pre-tax profits from £907,000 to £785,000 as rental income was affected by property disposals in 1995.

## Pemberstone jumps to £2m

Pemberstone, the enlarged property group, lifted pre-tax profits to £2.07m in 1996, against £373,000 for the previous 18 months. Turnover reached £8.4m (£1.38m), while cash generated from operating activities grew from £171,000 to £4.75m.

Pemberstone also announced that its offer for Roma Recoveries was unconditional, with the company and its concert parties now in control of 86.4 per cent of the shares.

## THE NATIONAL COMMERCIAL BANK

A GENERAL PARTNERSHIP - C.R. 1588

## FINANCIAL HIGHLIGHTS

As of 31 DECEMBER 1996

(In thousands of Saudi Riyals)

## BALANCE SHEET

## ASSETS

	1996	1995
Cash, balances with SAMA and due from banks	15,299,042	16,019,945
Trading securities, and investment securities, net	20,159,085	15,835,060
Loans and advances, net	38,883,905	39,366,248
Fixed assets, net	1,713,133	1,642,551
Other assets and other real estate	3,997,423	3,795,907
<b>TOTAL ASSETS</b>	<b>80,052,588</b>	<b>76,659,711</b>

## LIABILITIES AND PARTNERS' EQUITY

## LIABILITIES

	1996	1995
Total deposits:		
(Customer's call, time, saving deposits and other deposits)	58,004,080	55,920,415
Due to banks	11,430,821	10,792,345
Other liabilities	2,962,847	2,674,615
<b>TOTAL LIABILITIES</b>	<b>72,397,748</b>	<b>69,387,375</b>

## PARTNERS' EQUITY

	1996	1995
Capital	6,000,000	6,000,000
Statutory reserve	1,500,871	1,272,120
Retained earnings	153,969	216
<b>Total Partners' Equity</b>	<b>7,654,840</b>	<b>7,272,336</b>
<b>Total Liabilities and Partners' Equity</b>	<b>80,052,588</b>	<b>76,659,711</b>

## CONTRA ACCOUNTS

	1996	1995
	124,192,701	99,470,392

## STATEMENT OF INCOME

FOR THE YEAR ENDED 31 DECEMBER 1996

	1996	1995
Total operating income	5,320,304	5,077,589
Less: Cost of funds	2,432,835	2,673,226
<b>Income before operating expenses</b>	<b>2,887,469</b>	<b>2,404,363</b>
Total operating expenses	1,918,388	1,696,994
<b>Net income from operations</b>	<b>969,081</b>	<b>707,369</b>

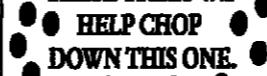
## OTHER INCOME (EXPENSES)

	1996	1995
(Losses)/Gains on investment securities	(21,776)	107,209
Gains/(losses) on disposal of fixed assets	1,066	(2,705)
Income from trading securities	9,087	
Other income/(expenses)	30,915	(41,236)
Donations and charitable contributions	(49,079)	(57,845)
<b>Zakat</b>	<b>(24,287)</b>	<b>(12,504)</b>
<b>TOTAL INCOME (EXPENSES)</b>	<b>(54,074)</b>	<b>(7,081)</b>
<b>NET INCOME</b>	<b>915,007</b>	<b>700,288</b>

For a copy of our Annual Report 1996: Contact: Mr. Farouk El-H, Manager, Corporate Public Relations, The National Commercial Bank, P.O. Box 3555, Jeddah 21461, Saudi Arabia, Tel 966 (2) 644-6644 Fax 966 (2) 644-6466

البنك التجاري الوطني  
THE NATIONAL COMMERCIAL BANK

TO SAVE ALL THESE TREES WE HELP CHOP DOWN THIS ONE.



Tropical hardwood trees are more valuable to loggers than other trees in the rainforest.

High prices for hardwoods ensure that loggers have no qualms about destroying other trees that stand in their way.

So a WWF project in Costa Rica is researching ways of felling a tree without bringing down several others around it.

And how to remove it without bulldozing a path through the surrounding trees.

If the rainforests are used wisely, they can be used forever. Help WWF prove this in rainforests around the world, by writing to the Membership Office at the address below.

World Wide Fund For Nature  
(formerly World Wildlife Fund)  
International Secretariat, 1106 Clarendon, Switzerland



Bryan Clarke: to head group's first US operation

WEST RAND CONSOLIDATED MINES LIMITED ("WRCM")  
(Incorporated in the Republic of South Africa) (Registration number 01/01978/06)

## Notice of a general meeting of WRCM shareholders

Notice is hereby given that a general meeting of shareholders of WRCM will be held in the Boardroom, 5th Floor, First National Bank House, corner Fredman Drive and West Street, Sandown, Johannesburg at 09.00 (South African time) on Monday, 14 April 1997, for the purpose of considering and, if deemed fit, passing with or without modification, the following ordinary resolution:

## ORDINARY RESOLUTION

"Resolved that, subject to the approval by a 90% majority of the votes cast by West Rand Consolidated Mines Limited ("WRCM") shareholders as are present or represented by proxy at the general meeting of WRCM convened to consider this ordinary resolution, the resolution passed by the board of directors of WRCM whereby WRCM will not take up its pro rata entitlement of 19 947 071 shares in Kalaheh Goldridge Mining Company Limited (Registration number 82/02818/06) ("Kalaheh"), a major subsidiary of WRCM, as a consequence of Kalaheh having issued a total of 27 585 780 new ordinary shares through a capital raising exercise, be and it is hereby approved."

An ordinary shareholder entitled to attend, speak and vote or abstain at the general meeting is entitled to appoint one or more proxies to attend, speak and vote or abstain in his stead. A proxy need not be a member of WRCM.

Forms of proxy set out the relevant instructions for its completion for the use of ordinary shareholders who may wish to be represented at the general meeting. The completion of a proxy will not preclude an ordinary shareholder from attending and voting or abstaining at the general meeting in preference to such proxy. Forms of proxy are available from the office of the United Kingdom Secretaries, Viaduct Corporate Services Limited, 19 Charterhouse Street, London EC1N 6QP.

Duly completed forms of proxy must be received by the relevant transfer secretaries of WRCM by not later than 09.00 (South African time) on Thursday, 10 April 1997.

A holder of a share warrant to bearer who desires to attend or be represented at the general meeting must comply with the "Conditions governing share warrants" currently in force. Thereupon a proxy or an attendance form under which such share warrant holder may be represented at the general meeting will be issued.

20 March 1997

Notes

i) Copies of WRCM and Kalaheh circulars have been posted to registered shareholders today and are available for holders of WRCM share warrants to bearer from the office of the United Kingdom Secretaries.

ii) Copies of the audited results of WRCM for the year ended 31 December 1996 are due to be issued on 26 March 1997 and will be available from the office of United Kingdom Secretaries for holders of WRCM share warrants to bearer after that date.

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## COMPANIES AND FINANCE

## Buenos Aires set to authorise Encotessa sale

By Andrea Campbell  
in Buenos Aires

The privatisation of Argentina's state-owned postal service, Encotessa, is expected to be authorised in the next few days by a decree by Mr Carlos Menem, the country's president.

The decree envisages that the postal network is handed over to the highest bidder in September, said the president of Encotessa, Mr Antonio Puricelli.

To assuage fears of the creation of a monopoly by private local

mail providers, a last-minute "anti-monopoly" clause had been included in the privatisation decree guaranteeing "competitive market conditions". Mr Puricelli said. However, the clause did not exclude local companies from bidding for the concession.

According to the terms of the decree, the winning bidder will invest \$25m a year in the company for the first 10 years of a 30-year concession. Bidding is expected to open at the end of March.

From then on, approximately 1

per cent of Encotessa sales will be reinvested in the company annually. To date, the national postal services of Canada, France, Italy and Sweden have expressed interest in Encotessa, which registered sales of \$467m in 1996 and an estimated operating deficit of \$23m, down from \$68m in 1995.

To qualify for the concession, interested companies must handle a postal volume 50 per cent greater than Encotessa's and be 50 per cent more efficient. Encotessa's productivity rate, which jumped 38 per cent last year from 1995,

now stands at 23,000 pieces of mail delivered for every one of its 20,000 employees.

In order not to limit the number of bidders, Mr Puricelli said, the government has dropped a condition requiring bidders to be headed by a member of the Universal Postal Union. Instead, an UPU member can act as a technical consultant and guarantor to the winning consortium.

Postal rates, originally scheduled to be cut by nearly half for cards and letters, will not be allowed to exceed current levels

once the privatised Encotessa begins competing with some 300 private postal companies operating in Argentina since the market was deregulated in 1993.

The rates may come under a regular three-year review, however, in an effort to see whether tariffs could be lowered.

The government is pushing for Encotessa's privatisation before October Congressional elections in order to disarm political opponents who have "prejudged" the privatisation, Mr Puricelli said. The mail company's privatisation

will, according to those who oppose it, favour the postal entrepreneur and sometime friend of President Menem, Mr Alfredo Yabrán, the man claimed by former economy minister Mr Domingo Cavallo to be at the centre of attempts to take over the country's postal system.

"The government is absolutely certain of the transparency of the procedure and we want to privatise before the elections, so nobody can come back at us and say that we were trying to hide something," said Puricelli.

## Wharf earnings below forecasts

By Louise Lucas  
in Hong Kong

Wharf (Holdings), the Hong Kong property and infrastructure conglomerate, disappointed the market with a 25 per cent drop in net earnings to HK\$2.74bn (US\$354m) last year from HK\$3.6bn. Stripping out 1995 exceptional items of HK\$1.51bn, profits rose 25.4 per cent to HK\$2.53bn.

Core earnings were below forecasts, and a number of analysts revised downwards their expectations for this year. The biggest disappointment came from lower than expected property sales, which totalled an estimated HK\$300m last year, and sharply higher losses at the cable TV arm. Wharf Cable lost about HK\$80m before interest expenses.

Wharf also suffered a blow in its port interests. Modern Terminals Limited (MTL), which was consolidated into the group last May after Wharf lifted its stake to 50.5 per cent, lost a big customer, Hyundai, after the Korean shipping group joined an alliance served by a different Hong Kong port.

Ryndel, had accounted for 15 per cent of MTL's throughput, but organic growth saw the total throughput decide to move to the new Kila, but (not equivalent) until the end of 1996 to junk over its status at the end of last year.

Mr George Li, chairman and chief executive of Wharf, said the numbers demonstrated Wharf's success in strengthening its earnings base.

"Double-digit growth of that magnitude in the challenging environment experienced in 1996 is more than satisfactory," he said.

Earnings per share fell 26 per cent to HK\$1.33 last year. Stripping out exceptional items, earnings rose 23 per cent to HK\$1.18. A final dividend of HK\$0.64 is proposed, 3.7 per cent up on 1995's HK\$0.61.

## Philips to limit reliance on new products

By Gordon Cramb  
in Amsterdam

Philips, Europe's largest consumer electronics group, is to limit the extent to which it stakes its future on product breakthroughs - aiming for predictability in growth rather than seeking rewards in expensive and risky innovations.

Mr Cor Boonstra told his first annual meeting of shareholders since he took over as president of the Dutch company last October: "Whenever I see Philips referred to as a gambling stock, I am filled with dismay." The shares were volatile, he acknowledged, and had underperformed over the past decade.

The company - in earlier years inventor both of the compact disc and the failed V2000 video system - came close to bankruptcy in 1991 but recovered to achieve record net profits of Ft12.52bn (\$1.33bn) four years later before sliding back into a Ft150m loss last year.

"We overestimated our growth potential, geared up our organisation accordingly, and in this way incurred excessive costs and failed to apply the brakes in time," Mr Boonstra said.

"Again and again we have proved vulnerable to market fluctuations, to the trade

cycle, to success or lack of success with a particular product.

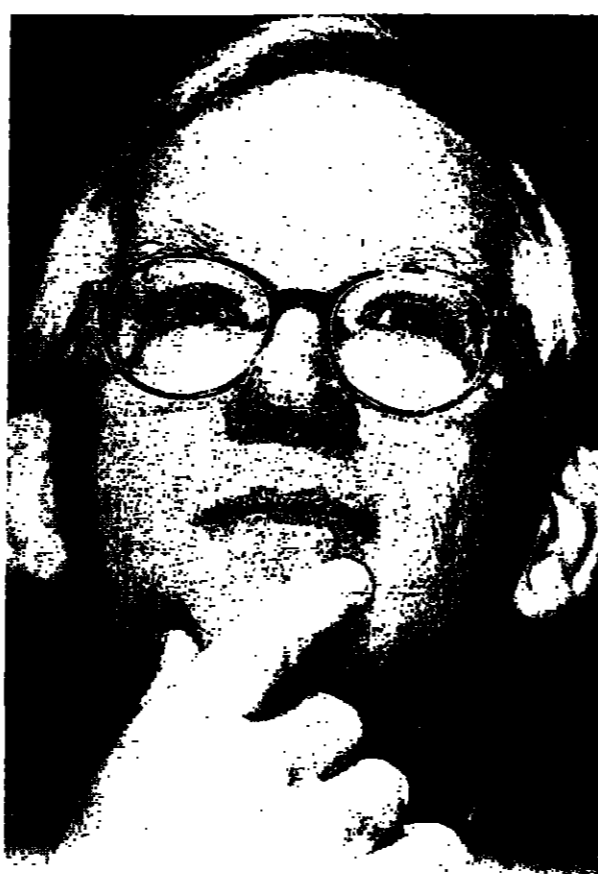
"We then put all our faith in a new invention, a new product, as if it is some magic wand that will solve all our problems with the market, the competition and price erosion. And if it fails to live up to its promise, we suffer a setback.

"We are now seeking to break out of this cycle of all-or-nothing offensives and the contrived optimism that accompanies them."

Philips, which has been closing or selling a swathe of underperforming units, would "not, for the time being, be embarking on any risky new ventures", concentrating instead on improving management and seeking growth in its remaining businesses.

"This may not sound very spectacular, but that is the very point I'm making: we want more certainty, we want to become more predictable," said Mr Boonstra, 59, who joined the group in 1994 from Sara Lee, the foods manufacturer.

Shareholders at the Amsterdam meeting grilled him for more than an hour on prospects - he reiterated that double-digit growth should be possible in future - and of his lack of overall strategy. This would come



Cor Boonstra: wants Philips to become more predictable

by early next year, Mr Boonstra assured them.

Tributes came from the floor but not from the podium for Mr Jan Timmer, his predecessor, to whom the new chief referred only obliquely.

Last month Mr Timmer

made an abrupt and unexplained departure from the company's supervisory board, to which he had been elevated on retiring from management. Under Mr Boonstra's cuts a number of projects from the Timmer era have been abandoned.

## Placer Dome gives up stake in Marcopper

By Justin Marozzi in Manila

Placer Dome, the Canadian mining company, has handed back its 38.4 per cent stake in Marcopper, the Philippine mining group involved in a serious spillage last year.

The withdrawal closes a difficult chapter for the Canadian group in its involvement with Marcopper. Last March, the Philippine company split 2m tonnes of waste from its copper mine in Marinduque island into the Boac river, triggering more than 2,000 claims totalling 19m pesos (\$720,000) for lost income and damaged crops.

Placer Dome wrote off its

investment in Marcopper last year, taking a \$45m charge against earnings. The transfer of shares will not result in any profit for the Canadian group.

Mr John Willson, chairman and chief executive of Placer Dome, said the group had been discussing withdrawal from the copper mine more than two years ago, following its decision to concentrate on gold mining. The company remains involved in the Philippine gold mining industry.

The Canadian group said its decision to hand back its stake would not affect its commitment to cleaning the river. It would continue to fund a government environ-

mental fund dealing with the claims. Less than 50 per cent of the waste remained in the river or on its banks, it said.

The international trade association of the Philippine mining industry is negotiating with the department of environment for a new fiscal regime to revive the stagnant sector and pave the way for new exploratory licenses for international groups.

Earlier this month, foreign mining groups warned that the government proposal for an additional 15 per cent levy on profits might make the country uncompetitive.

The granting of exploratory licenses has been put on hold since the Marcopper accident.

## Pan Am World Airways to merge with Florida airline

By Richard Tomkins  
in New York

Pan American World Airways, the reincarnation of the US airline that went bankrupt in 1991, is embarking on a big expansion by merging with the Florida-based Carnival Air Lines, a privately held airline that carries mainly leisure travellers. The deal revives a plan the two drew up last July, but which subsequently fell apart.

Pan American began operating as a new entity independent of the old Pan Am last September. It has been flying four Airbus A-300 aircraft, offering cut-price travel on a network of routes spanning New York, Los Angeles, Miami, Chicago and San Juan in Puerto Rico. In contrast, Carnival Air Lines has a fleet of 27 aircraft, including nine A-300s, flying between south Florida, the north-east, California and the Caribbean.

Carnival Air Lines is owned by Florida billionaire Mr Micky Arison, who said it had lost money after the crash of a ValuJet Airlines aircraft last year. The crash put passengers off airlines with little-known names. Mr Arison is swapping his Carnival Air Lines holding for a 42 per cent stake in Pan Am, and will make a \$30m capital investment in the company. Separately, Pan Am plans to raise \$30m with an issue of convertible preferred stock.

## THE WEEK AHEAD

## DIVIDEND &amp; INTEREST PAYMENTS

## TODAY

Adelaide Bank FRN 1998  
A11 Nippon Airways 6.35% Nts  
2000 Y635000.00  
Asian Dev Bank 10.4% Ln  
2000 Y255.25  
Birmingham Midshires Bldg  
Scty FRN 2005 Y23266.78  
Boots 10.4% Bd 2017  
Y2531.25  
British Land 8.75% 1st Mtg Db  
2035 A.4375p  
Commercial Loans on Inv  
Prop (No 1) Class A Comm  
Mtg Bldg FRN 2009 Y123.75  
Do Class M1 Y188.31  
Do Class M2 Y193.30  
Do Class B Y266.85  
Elstopfians SB FRN 2002  
Y28.79  
Ford Credit Europe FRN 2001  
Y18.48  
Furukawa Elec FRN Mar 1998  
Y1757.0

**NPK Vintage Limited**  
Covered Warrants  
to purchase shares of common stock of  
**Katakura Childcare Company Limited**  
issued with  
**U.S. \$47,750,000**  
4 1/2 per cent Secured Notes due 1999  
Adjustment to the Purchase Price  
NOTICE IS HEREBY GIVEN that Katakura Childcare Company Limited (the "Company") has resolved at the meeting of the Board of Directors held on 27th February 1997 to split shares of common stock of the Company (the "Shares") owned by the shareholders appearing on the register of shareholders of the Company as at the close of each register on 27th February 1997 (Japan time) at the rate of 100 Shares to one Share held by them, provided, however, that the fraction of a Share occurring upon such split shall be sold as a whole and the proceeds of the sale shall be distributed to the shareholders entitled thereto in proportion to their fractional interests.  
As a result of such stock split, the Purchase Price for the captioned Covered Warrants shall be adjusted as follows:  
Purchase Price before adjustment: \$115.15 per Share  
Purchase Price after adjustment: \$776.20 per Share  
Effective date of the adjustment: 1st April, 1997 (Japan time)  
NPK Vintage Limited  
Upjohn House  
South Church Street  
Canary Wharf  
14th March, 1997  
NPK Vintage Limited

**Morgan Guaranty Trust**  
Company of New York  
PTE 15,000,000,000  
Floating rate notes  
due March 1998  
The rate of interest for the  
period 24 March 1997 to  
23 September 1997 has been  
set at 6.1975 per annum.  
Interest payable on 23  
September 1997 will  
amount to PTE 3,307.34 per  
PTE 100,000 note.  
Agent: Morgan Guaranty  
Trust Company  
**JPMorgan**

**ADELAIDE BANK LTD**  
US\$150,000,000  
Floating Rate Notes due 1998  
For the three months from 24th  
March 1997 to 23rd June 1997  
inclusive the Notes will carry  
an interest rate of 5.94063% per  
annum.  
The interest amount payable per  
US\$100,000 will be US\$151.82 on  
24th June 1997.  
AGENT BANK:  
BARCLAYS BANK PLC  
BACS DEBITORY SERVICES  
1 LANCER COURT  
THORNHURST STREET  
LONDON EC2R 7HT  
**BARCLAYS**

Standard Chartered Und Prim  
Cap FRN Y22.45  
Toda Dual Basis Nts 1998  
Y3000000.00  
Treasury 2 1/2% IL 2001  
Y24.336  
Woolwich Bldg Scty FRN  
1999 Y104.0

**TOMORROW**  
ABF Invs 5 1/4% Un Ln 1987/  
2002 Y1.375p  
Do 7 1/4% Un Ln 1987/2002  
Y1.875p  
BG Bank SB FRN 2000  
Y3495.09  
British Land 8.75% Bd 2023  
Y443.75  
Cable & Wireless Int Fin 8 1/4%  
Gtd Bd 2019 Y282.50  
Charwood Alliance 7 1/4% Un Ln  
1.875p  
Deiwa Und Gtd Sb FRN  
Y143802.0  
East Midlands Elec 12% Bd  
2016 Y1200.0  
Flaming Worldwide Inv Tst  
1p  
Do Units 1p  
Fuji Bank Int Fin Pcp Sb FRN  
Y143808.0, Do Und Sb Gtd  
Vt Rate Nts Y2085.4  
HH Cap 7 1/4% Cv Cap Bd  
2008 Y187.50  
Hydra 10 1/4% Bd 2002  
Y257.50  
Japan Airport Terminal 6.4%  
Bd 1999 Y640000.0  
Kvaerner 8% Un Ln 1994/99  
Y4.0  
Do 8 1/4% Un Ln 2000/05  
Y4.75  
MTCB Fin (Arab) Gtd Sb  
FRN 2002 Y3230.35  
Manchester 8 1/2% Bd 20.75  
Marston Thompson &  
Everhead 10 1/4% Bd 2012  
Y5.12  
Metropolitan Water Board  
Chelsea Water 2 1/4% Bd 1997  
Y1.375  
New Zealand 11 1/4% 2014

2287.50  
Northern Elec 12.661% Bd  
1999 Y233.05  
Northern Rock Bldg Scty  
10 1/4% Sb Bd 2018 Y1057.50  
Railtrack 9 1/4% Bd 2006  
Y28.97  
Do 9 1/4% Bd 2018 Y23.84  
Royal Insurance 9 1/4% Sb Bd  
2003 Y26.25  
Sabre Int (No 2) Ser P Vt Rate  
Nts 1998 Y17837.0  
Svenska Exportkredit 8% Nts  
2003 Y200.0  
Tendring Hundred Water 4 1/4%  
Rd Bd 2.25  
Tokyo Land 5.3% Bd 1998  
Y330000.0  
Treasury 8% 2009 Y4.0  
Wynnsay Prop 8 1/4% Cv Ln  
1992/97 Y4.007  
Yorkshire Elec 15.8p

**WEDNESDAY MARCH 26**  
BG 10 1/4% Bd 2001 Y108.75  
British Land 6% Sb Ird Cv  
Bd Y23.0  
British Telecom 8 1/4% Bd  
2020 Y28.5p  
Dishy Mail & Gen Tst 5 1/4%  
Exch Bd 2003 Y28.75  
Exchequer 12 1/4% 1999  
Y2.125  
Finland 9 1/4% Nts 1997 Y27.50  
Finbury Underwriting Inv Tst  
0.8p  
Islefin 6.4% Nts 1997  
Y400000.0  
Islefin Sengyo Kalsha 5.35%  
Cap Bd 1998 Y353000.0  
Do 5 1/4% Bd 2003 Y570000.0  
Ivory & Sime Optm Inc Tst 5p  
Kallie 8.35% Bd 1997  
Y353000.0  
Lawrence 1.65p  
Marubeni America Vt Rate  
Nts 1997 Y500000.0  
National Grid 7 1/4% Bd 1998  
Y27.50  
National Power 10 1/4% Bd  
2001 Y1082.60  
NT & T 6 1/2% Nts 1997 Y68.75

North British Housing Assoc  
8 1/4% Gtd Sec 2016/20  
Y21.25  
Oxford Instruments 2 1/2p  
Powergen 8 1/4% Bd 2003  
Y287.50  
Salvesen (C) 34p  
Treasury 13 1/4% 2004/08  
Y2.75  
Do Class M1 Y204.43  
Vaux 9 1/4% Bd 2015 Y4.9375  
Do 10 1/4% Bd 2019 Y5.375  
Do 11 1/4% Bd 2010 Y5.875

**THURSDAY MARCH 27**  
Abbey National First Cap Sb  
Gtd FRN 2002 Y27.81  
Do Sb Clrd FRN 2004  
Y331.61  
Acres (No 1) Class A Comm  
Mtg Bldg FRN 2005 Y21.79  
Do Class M1 Y176.38  
Do Class M2 Y185.92  
Do (No 2) Class A Mtg Bldg  
FRN 2007 Y154.27  
Do Class M1 Y165.66  
Do Class M2 Y175.19  
Anglo Fin No 1 Mezz Sec FRN  
2001 Y1057.96  
Do No 2 Snt FRN 2004  
Y27.13  
Do Mezz Sec FRN 2004  
Y1395.96  
Barrings Gtd FRN 2001 Y14.42  
Bass 10 1/4% Bd 2016 Y5.1875  
Do 11 1/4% Un Ln 1992/97  
Y2.25  
Britannia Bldg Scty FRN 1997  
Y158.76  
British Airways Cap 9 1/4% Cv  
Cap Bd 2003 Y4.86164p  
British Assets Tst 4 1/4% Pf  
1.575p  
Do 5 1/4% A Pf 1.75p  
Cable & Wireless Int Fin  
10 1/4% Gtd Bd 2002 Y1037.50  
Cheshire Bldg Scty Ftg Rate  
FRN Int Brg Y41.04  
2020 Y2.2204  
Investors Capital Tst 7 1/4% Bd  
1992/97 Y3.625  
Ivory & Sime Enterprise Cap  
Stpdd Rate Cv Un Ln 2000  
Do B 49.86p

22.75  
Jupiter Geared Cap & Inc Tst  
1999 Y1.8p  
Lloyds TSB Prep FRN Y187.89  
London Cremation 10% Cm  
Pf 3.5p  
Marsfield Brewery 11 1/4% Db  
2010 Y2.75  
Merchand 12 1/4% Ser C  
Bd 1998 Y640000.0  
McKay Sec 2.3p  
Mersey Docks & Harbour  
8 1/4% Rd Bd 1999/99 Y3.375  
Net West Smaller Co's Inv Tst  
1.125p  
NHL (3) Class A2 Dtd Int Mtg  
Bldg FRN 2036 Y132.61  
Do Mezz Y175.46  
Northern Foods 5.5p  
Northern Ireland Elec 5.5p  
Parma Food Jnr Asset-Bkd  
FRN 2000 Y191111.0  
Do Snt Asset-Bkd FRN 2000  
Y1401.61  
Pinnatone 2.5p  
Ragby Ftd FRN Oct 1997  
Y4228.13  
Residential Prop Sec No 3  
Class A2 Mtg Bldg FRN 2025  
Y1422.82  
Do Class B Y1807.11  
Rights & Issues Inv Tst 0.65p  
Do Inc 9.5p  
Royal Bank of Canada Ftg  
Rate Bd 2005 Y40.78  
Schroder Split Fd 2.2p  
Scottish Life Assurance 7 1/4%  
Un Ln 1997/2002 Y3.5825  
Shires Inc 1 1/4% Cv Un Ln  
2003/04 Y5.50  
Shires Smaller Co's 2.025p  
Somerset 3.4p  
Southern Elec 10 1/4% Bd 2002  
Y1025.0  
Stares 1 Class A Ftg Rate Mtg  
Sec 2029 Y26.21  
THFC (Indevd) 5.65% IL  
2020 Y2.2204  
TMC Mtg Sec No 1 Mtg Bldg  
FRN 2014 Y12.65  
Thames Asset Global Sec No 1  
Class A1 Asset-Bkd FRN

2037 Y1289.94  
Total Bank Nederland Fxd/  
FRN 2002 Y3000.00  
Treasury 8% 2013 Y4.0  
Updown Inv 18p  
Wells Fargo SB FRN 2000  
Y41.25  
Wynnsay 12 1/4% Db 2008  
Y5.1875  
Wynnsay & Riddell 5% Cm Pf  
2.5p  
Woolwich Bldg Scty FRN  
1997 Y158.67  
Yasuda Tst Asia Pacific Gtd  
Amtd Cap FRN 2004  
Y172.66

**FRIDAY MARCH 28**  
CALA 1.3p  
Dawson 28p  
Finsbury Growth Tst 5% Pf  
2.5p  
Formosa Fd TWSS0.0  
Do Units TWSS000.0  
Do CP TWSS000.0  
London Elec 8% Bd 2003  
Y280.0  
Mazda Motor 4.05% Bd 2002  
Y405000.0  
Nationwide Bank 30.33  
Nationwide Bldg Scty 11 1/4%  
Nts 1997 Y252.50  
Thornorton Tst 1.4p  
Tops Estates 0.705p

**SATURDAY MARCH 29**  
Nottingham Water Anns  
Y2.50 Y1.75  
Do (Y1.25) Y0.675

**SUNDAY MARCH 30**  
Treasury 15 1/4% Ln 1998  
Y27.75  
Treasury 7 1/4% 1998 Y23.625

## UK COMPANIES

## TODAY

COMPANY MEETINGS:  
JFK Oil & Gas, 32, St. Mary  
at Hill, E.C., 10.00  
St. David's Inv Tst, Queens  
Chamber, 2, North Street,  
Newport, 12.15  
Temple Bar Inv Tst, 18, St.  
Mary at Hill, E.C., 11.00

## BOARD MEETINGS:

Amey  
Blue Circle  
Brammer  
Capital & Regional  
Properties  
Distrotech  
EBC  
Fred Earth  
Forti Ports  
Global  
How  
Inchcape  
Jacobs  
Kingspan  
Mansfield (John)  
Morgan Crucible  
Newport  
Orionair  
PPL Therapeutics  
Plazmec  
Scruttons  
Seaford Res  
Serif

Severfield-Reeve  
Sharpe & Fisher  
Sherwood  
T & S Stores  
Transco  
Trevita Perkins  
Ulster TV  
VCI  
Waterford Wedgwood  
Interline  
GIR  
Northern Leisure  
Profit Income

## TOMORROW

COMPANY MEETINGS:  
Allied Textile, Forte  
Posthouse Hotel, Clifton,  
Bristol, W. Yorks., 12.00  
Burlington, Honorable  
Artillery Co., Amoury House,  
City Road, E.C., 11.30  
Continental Assets Tst, 1,  
Charlotte Square, Edinburgh,  
12.30  
Eurocamp, Bridge Hotel,  
Prestbury, Cheshire, 2.30  
Gardiner, Coopers & Lybrand,  
10, 30  
Hanson, Royal Lancaster  
Hotel, Lancaster Terrace, W.,  
11.00  
London Fin & Inv,  
Honourable Artillery Co.,  
Amoury House, City Road,  
E.C., 12.00  
Nightlight, Transare  
Rovers FC, Prenton Park,

Wirrell, 12.00  
Seacorn, 38, West Ferry Road,  
E., 12.00  
BOARD MEETINGS:  
Finais:  
Arcoelectric  
Baird (Wm)  
Booker  
Bostrom  
Capital Inds  
Cathies  
Crean (James)  
FBD  
Fleming Mercantile  
Hamleys  
Hodder Headline  
Holders Tech  
Hunting  
Kingsbury  
London & Manchester  
London Sec  
Macfarlane  
McAlpine (A)  
Meristern  
New Ireland  
P & O  
Quality Software  
Ruskel  
Rutland Tst  
SAG  
Shell  
Scottia  
Singer & Friedlander  
Sun Life & Provincial  
Taylor Woodrow  
Tudor  
Vero  
Whitman  
Interims:

## WEDNESDAY MARCH 26

COMPANY MEETINGS:  
Bullough, Project Office  
Furniture, 26, Euston Road,  
N.W., 10.00  
CC4, 1, Portland Place, W.,  
11.30  
Concurrent Technologies, 4,  
Gilbert Court, Newcomen  
Way, Colchester, 4.30  
Domnick Hunter, Mint House,  
77, Mansel Street, E., 10.00  
First Choice Holidays,  
Formerly Fletcher Hall, 3,  
Clith Street, E.C., 10.30  
Hanover Int, 100, Liverpool  
Street, E.C., 11.00  
Lorinho, Paragon Hotel, 47,  
Lille Road, S.W., 11.00  
Scottish American Inv, 45,  
Charlotte Square, Edinburgh,  
12.00  
Updown Inv, 12, Tokenhouse  
Yard, E.C., 11.45  
Visual Action, Adelaide  
House, London Bridge, E.C.,  
10.30  
BOARD MEETINGS:  
Finais:  
Avalon  
Baylor (Ben) Construction  
Blocompables

Alfred London Props  
Burn Stewart Distilleries  
Frogmore Estates  
Kier  
Landu  
Scottish Metropolitan Prop

## THURSDAY MARCH 27

COMPANY MEETINGS:  
Bullough, Project Office  
Furniture, 26, Euston Road,  
N.W., 10.00  
CC4, 1, Portland Place, W.,  
11.30  
Concurrent Technologies, 4,  
Gilbert Court, Newcomen  
Way, Colchester, 4.30  
Domnick Hunter, Mint House,  
77, Mansel Street, E., 10.00  
First Choice Holidays,  
Formerly Fletcher Hall, 3,  
Clith Street, E.C., 10.30  
Hanover Int, 100, Liverpool  
Street, E.C., 11.00  
Lorinho, Paragon Hotel, 47,  
Lille Road, S.W., 11.00  
Scottish American Inv, 45,  
Charlotte Square, Edinburgh,  
12.00  
Updown Inv, 12, Tokenhouse  
Yard, E.C., 11.45  
Visual Action, Adelaide  
House, London Bridge, E.C.,  
10.30  
BOARD MEETINGS:  
Finais:  
Avalon  
Baylor (Ben) Construction  
Blocompables

Black (A & C)  
Brake Bros  
Bridon  
British Filings  
Caradon  
Clinton Cards  
Crod  
Dawsongroup  
Fulmer  
Garton Eng  
Healthall  
Johnston Grp  
Maiden  
Next  
Nichols (JN)(Vimto)  
Quicks  
Ruberold  
Russell (A)  
Swan Hall  
TSL  
UK Safety  
Unicom  
Wolstenholme Rink  
Interims:  
Barratt Devs  
City Technology  
Dominion Energy  
Gleason (MA)  
McKechie  
Provend  
Thurpe (FW)

## THURSDAY MARCH 27

COMPANY MEETINGS:  
Baring Tribune Inv Tst, 155,  
Bishopsgate, E.C., 12.00  
Bishopsgate, E.C., 12.00  
Greenfield Inv, 3, Finsbury  
Avenue, E.C., 2.15  
Kleinwort Charter Inv Tst,

10, Fenchurch Street, E.C.,  
12.30  
Rushmore Wynne, 4-5,  
Hamill, Grosvenor Road,  
Leighton Buzzard, 11.00  
Thornorton Tst, 155,  
Bishopsgate, E.C., 12.00  
BOARD MEETINGS:  
Finais:  
Brookbank  
Hepworth  
MTL Instruments  
Methak  
Norcor  
Roeland  
Stough Estates  
Interims:  
Ballie Gifford Japan  
DCS  
F & C US Smaller Co's  
Gardiner  
Traford Park Estates

## FRIDAY MARCH 28

COMPANY MEETINGS:  
Baring Tribune Inv Tst, 155,  
Bishopsgate, E.C., 12.00  
Bishopsgate, E.C., 12.00  
Greenfield Inv, 3, Finsbury  
Avenue, E.C., 2.15  
Kleinwort Charter Inv Tst,

## SATURDAY MARCH 29

COMPANY MEETINGS:  
Baring Tribune Inv Tst, 155,  
Bishopsgate, E.C., 12.00  
Bishopsgate, E.C., 12.00  
Greenfield Inv, 3, Finsbury  
Avenue, E.C., 2.15  
Kleinwort Charter Inv Tst,

## SUNDAY MARCH 30

COMPANY MEETINGS:  
Baring Tribune Inv Tst, 155,  
Bishopsgate, E.C., 12.00  
Bishopsgate, E.C., 12.00  
Greenfield Inv, 3, Finsbury  
Avenue, E.C., 2.15  
Kleinwort Charter Inv Tst

## COMPANIES AND FINANCE

## Parmalat to acquire Beatrice Foods

By Paul Bettis in Milan

Parmalat, the Italian dairy products group, has stepped up its aggressive international expansion strategy with the C\$4290m (US\$210.2m) acquisition of Beatrice Foods of Canada.

Under the deal, announced in Milan late on Friday, the Italian company will purchase a 75.1 per cent controlling stake worth C\$230m in the Canadian group. Citicorp, the New York bank which has been advising Parmalat, will acquire the remaining 24.9 per cent.

Parmalat is acquiring control from three investment funds - Credit Suisse First Boston, Kermel Zurich and Cerberus. Citicorp said its participation in the acquisition was a financial operation. The bank is eventually expected to dispose of its stake, probably by floating its shares on the market.

Apart from boosting Parmalat's already extensive international activities, the deal marks a new chapter in the checkered history of Beatrice Foods in the last decade.

In 1986, KKR, the group led by Mr Henry Kravis, the Wall Street corporate raider, launched a \$6.2bn

leveraged buy-out of the company. KKR sold off many of the component parts of Beatrice Foods, including the Avis rent-a-car business.

After the asset-stripping, Beatrice Foods was left with only its food business, which KKR sold in 1990. The following year Beatrice was the target of another leveraged buy-out orchestrated by Merrill Lynch, the US investment bank. It then underwent a series of restructuring and recapitalisation programmes, the latest only last year.

Parmalat has been expanding

through acquisitions in Latin America and eastern Europe, and in the US with its purchase four years ago of Atlanta Dairies. However, Mr Calisto Tanzi, Parmalat's chairman, said the Beatrice Foods acquisition was one of the most significant the Italian company had undertaken.

Parmalat, which also reported a 27 per cent rise in 1996 sales to L\$465bn (\$3.24bn), said sales this year would total more than L\$7,200bn with the Beatrice Foods acquisition. The company's gross operating margin rose 22 per cent to L\$630m in 1996, while its net

operating margin climbed 27 per cent to L\$70bn. Cash-flow increased 16 per cent to L\$370bn.

Beatrice Foods, which has 20 plants in Canada and three in the US, had sales of C\$821m last year. After its latest restructuring, it made an operating profit of around C\$50m last year before debt interest charges.

Mr Tanzi also said the Italian football team Parma, which he controls, was considering a listing on the London stock market along with a number of other Italian football clubs. Parma is currently second in the Italian first division.

## CSFB moves into hi-tech financing

By Lisa Branstetter in New York

Credit Suisse First Boston entered the lucrative world of high technology financing on Friday by taking a 25 per cent stake in Volpe Brown Whelan, a specialised San Francisco investment bank.

Through the deal CSFB, which is part of Switzerland's Credit Suisse, joins Union Bank of Switzerland and Germany's Deutsche Morgan Grenfell in the scramble to capture a share of one of the fastest-growing sectors in corporate finance and advisory services. Its investment was just over \$25m.

Until the mid-1990s, banking for small, rapidly developing high-tech and health-care companies - a large number of which are based in Silicon Valley - was the province of local specialist investment banks such as Montgomery Securities, Robertson Stephens, and Hambrecht & Quist. Volpe, which until Friday was known as Volpe Welty, is a smaller competitor in that market.

As technology companies have become more important in the securities industry, larger firms from both the US and Europe have joined the battle to finance them.

Last year, technology companies accounted for almost a third of initial public offerings and 22 per cent of merger and acquisition activity, according to Securities Data, which tracks the securities industry.

In forming an alliance with a San Francisco company rather than hiring local talent, CSFB took a different approach from DMG and UBS.

UBS began assembling a technology group in California largely by raiding talent from other specialist banks in the region, while DMG staged one of the biggest assaults on the field last April, when it hired Mr Frank Quattrone and two other key figures from Morgan Stanley's high-tech banking group.

The new team appears to be helping DMG make inroads. Last year DMG ranked 21st in high-tech M&A work, but has reached tenth place this year.

Mr Quattrone said there has been an increase in competition as large US and European banks have "decided this looks like a big market [they] can't afford to miss".

Mr Stephen Hester, chief financial officer of CSFB, said the acquisition does not alter plans to build its business in growth companies internally. There are no plans to take a larger stake in the company, "but neither of us has ruled it out", he said.

Mr Tom Volpe, president and chief executive of Volpe, said the deal was important because the company's clients needed products, such as high yield and convertible debt, that Volpe did not yet offer.

The deal will also give Volpe's smaller clients access to potential partners in Europe.

## BHP reports 69% advance

By Nikki Tait in Sydney

Stronger oil prices and rising copper production helped Broken Hill Proprietary, the Australian resources group, to report third-quarter earnings, to end-February, up 69.5 per cent at A\$375m (US\$229m) after tax.

However, the nine-month total, including abnormal items, was up only 6.3 per cent over the same period of 1996-96, at A\$1.17bn. Excluding abnormal items, the nine-month profit was A\$1.06bn, a 2.6 per cent rise.

Analysts were expecting a significant recovery in the third-quarter figures, with estimates of about A\$350m, so the result caused little excitement. BHP shares, which had been trading at around A\$17.33 before the announcement, ended Friday just three cents higher, at A\$17.36.

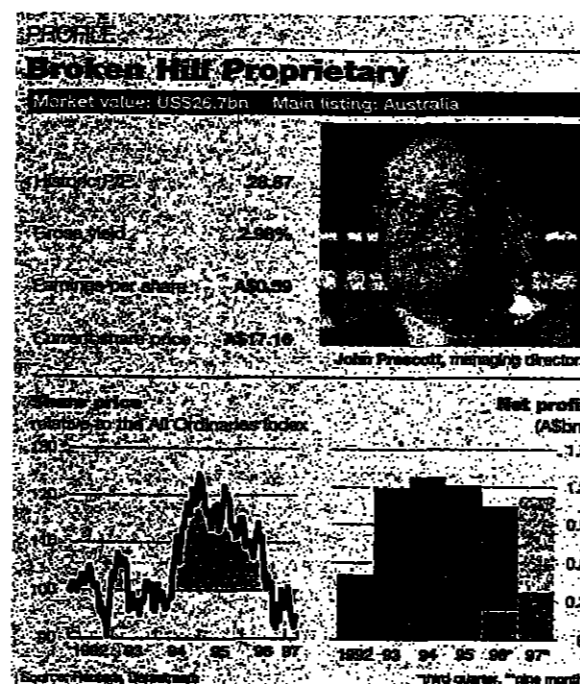
The strongest third-quarter performance came from BHP's petroleum division, which doubled profits to

A\$246m, on revenues of A\$1.16bn, compared with A\$1.07bn.

The group attributed the result to higher oil prices. The average realised price stood at A\$31.36 a barrel in the third quarter, up from A\$26.30 in the same period a year earlier. There was also a A\$18m contribution from the sale of US assets and a lower tax charge. However, BHP also noted that oil prices had peaked in January and had since declined.

The copper unit - which now takes in the Magma business in the US - posted third-quarter profits of A\$145m, up 64.8 per cent on last year, on revenues of A\$971m. The division benefited from higher production and lower unit costs at the Escondido project in Chile and at Papua New Guinea's Ok Tedi mine. It also enjoyed higher realised copper prices.

The group warned that results from its North American and metals divisions



remained "unsatisfactory".

It said cost-cutting moves were "in place", but that modifying the development programme at the giant San Manuel complex in Arizona would take "some months".

On the minerals side, profits were flat at A\$105m, with higher costs in the coal and iron ore operations. Revenues were A\$1.23bn, against A\$1.19bn.

The steel division saw profits of A\$72m, compared with A\$44m, on revenues of A\$1.87bn.

Earnings per share in the quarter were up 65.9 per cent to 22.9 cents. The nine-month total increased 4.1 per cent to 71.4 cents.

## Amazon.Com set for IPO

By Lisa Branstetter in New York

Amazon.Com, the Internet bookseller, is expected to register this week to sell its shares to the public in what would be the first big stock-market test of an Internet retailer.

Although a few other Internet retailers have filed to offer shares, none has the profile of Amazon, which bills itself as the world's largest bookstore.

Internet retailing remains small, but Amazon is considered one of its pioneers. Analysts at Forrester Research estimate that electronic retailing generated about \$536m in revenues last year and that annual revenues could grow to \$7bn by 2000.

Mr William Bluestein, group director of new media research at Forrester, says Amazon has revenues of \$15m to \$20m. The company reportedly turns a profit, which remains rare among pure Internet companies.

The company offers 2.5m titles even though it keeps a stock of only several hundred thousand best sellers. "If it's in print, it's in stock," Amazon claims on its website.

Amazon was founded in Seattle in 1995 by Mr Jeffrey Bezos, a former Wall Street investment banker, and quickly built a reputation as one of the smartest users of Internet technology.

Any offering is likely to generate interest because of Amazon's name recognition, but the IPO comes at a difficult time, as technology shares have been hit hard by recent stock market turbulence. The Pacific Stock Exchange technology index is almost 1 per cent below the high it reached in mid-February.

The company also faces competition. Barnes & Noble, the biggest US book retailer, last week announced plans to offer books through America Online.

## INTERNATIONAL NEWS DIGEST

## Venezuelan media group expands

Venezuela's Cisneros Group, the media and consumer products conglomerate, is to take over Argentina's Imagen Satelital, South America's largest subscriber television company, accelerating its expansion into Latin America. Cisneros will acquire Imagen Satelital for "an amount in excess of \$100m", a source said, adding that there were more acquisitions of North and South American media companies in the pipeline.

The deal would give Cisneros a foothold in the region's most developed cable TV market and increase its control of TV programming material. Imagen Satelital, whose principal shareholder is Mr Alberto Gonzalez, has more than 9m customers. Argentina has a 45 per cent cable TV market penetration, the highest in Latin America along with Mexico. The Cisneros Group is to pay cash but is in talks with international investment banks to refinance the acquisition later.

Raymond Collitt, Caracas

## AEX shares priced today

Shares in Amsterdam Exchanges are being priced today, placing a value on a stock market itself rather than on its listed companies. AEX, owner of the 25-share index of the same name and operator of the Dutch trading floors for equities, bonds, options and futures, is selling half its equity to institutional investors and those quoted on its boards, after becoming a limited company in January.

Difficulties in assessing the worth of the issue were highlighted last week when ABN-Amro Rothschild, co-ordinator of the offer, roughly doubled the indicative price range. The new level implies a maximum value for AEX of F1 320m (\$169m), while on the original basis it could have carried a tag of just F1 140m. The increase in the asking price followed dissatisfaction from member companies in the associations which previously controlled the Dutch markets.

Gordon Cramb, Amsterdam

## French groups finalise merger

Suez and Lyonnaise des Eaux are finalising proposals for a merger of the two French groups which are due to be presented to their respective board meetings at the start of next week. The operation would end Suez's history as a diversified holding company and lead to the creation of a single group focused on utilities.

Individuals close to the negotiations said the deal was far from certain, with disagreements over the terms of the merger would take place and concern over the reaction of leading investors. The project is expected to be discussed at Suez on April 1 and at Lyonnaise des Eaux on April 2, ahead of publication of their results.

Andrew Jack, Paris

## Bre-X Minerals shares fall

Shares in Bre-X Minerals, the Canadian company which claims to have discovered the world's largest gold deposit in the Indonesian jungle, plunged to a 52-week low on Friday after doubts were raised about the size of exploitable reserves. Bre-X shares fell C\$2.25 to C\$15.20 following an Indonesian newspaper report that the Bussang deposit on the island of Borneo contained less than the estimated 71m ounces of gold.

Last Wednesday, Bre-X's chief geologist, Mr Michael de Guzman, disappeared during a helicopter flight to Bussang. Police said he had opened the door and jumped, after leaving a suicide note. After the week's double blow to Bre-X, Mr Rick Cohen, analyst with Toronto brokerage Goepel Shields, told Reuters: "I've concluded the only person who could ever make a movie out of this is Alfred Hitchcock. It's become so bizarre that people have lost any tolerance for staying in [the shares]." Clay Harris

## UK side boosts Aegon

Aegon, the Dutch insurer, announced net profits for 1996 had risen 18.5 per cent to F1 1.57bn (\$829m), with its UK operation, Scottish Equitable, performing particularly well. Aegon, which derives nearly 80 per cent of its profits from life insurance, reported net earnings per share of F1 5.33, up 15.9 per cent in terms of autonomous growth, and proposed a dividend of F1 2.79. Despite a "war chest" of roughly F1 1bn, Mr Kees Storm, chairman, said his company would focus on boosting autonomous growth and on operations in the Netherlands, the US, Britain, Hungary and Spain.

Gordon Cramb

LVMH  
MOËT HENNESSY, LOUIS VUITTON

## 1996 NET INCOME FROM CURRENT OPERATIONS UP 6%

The LVMH Group's net income from current operations (before goodwill amortization and unusual items) totaled FRF 4,457 million in 1996, a 6% increase over the prior year.

Consolidated net sales totaled FRF 31,142 million in 1996, a 5% increase over the 1995 level. On a constant currency basis, sales would have risen by 6%.

## Key 1996 developments were:

- The economic environment remained contrasted, with sluggish growth in western Europe, sustained growth in the US and UK, and a moderate pickup combined with deflationary trends in Japan.
- LVMH recorded a sharp pickup in sales in the second half of the year, with particularly impressive 13% growth in the month of December alone.
- All of the Group's segments conducted highly successful new product launches, despite intensifying competition.
- Financial expenses were down sharply, chiefly reflecting the lower cost of servicing debt.
- LVMH pursued its strategic development in luxury goods activities with the acquisitions of a 61.25% stake in DFS, the world's leading distributor of luxury products, and of Céline and Loewe S.A.
- Consolidated net income after unusual items totaled FRF 3,683 million in 1996, as against FRF 4,047 million in the prior year. Negative unusual items of FRF 615 million primarily reflect the impact on consolidation of the sale of part of LVMH's stake in Guinness PLC.

## Major 1996 highlights by segment of activity:

- **Champagne and Wines:** Dom Pérignon, Moët & Chandon, Veuve Clicquot Ponsardin, Pommery, Ruinart, Mercier, Canard-Duchêne. The 5% growth in volumes sold, stable costs and higher selling prices fueled the rise in income from operations.
- **Cognac and Spirits:** Hennessy, Hine, F.O.V. The sharp increase in sales volume, notably in the US, partly offsets the negative impact of the deterioration of the product mix, chiefly due to lower sales in Asia, leading to stable operating margins.
- **Luggage and Leather Goods:** Louis Vuitton, Céline, Loewe, Berluti. The uptrend in sales which began in August gained momentum in the fourth quarter. Céline and Loewe are included in the scope of consolidation for the first time in 1996.
- **Perfumes and Beauty Products:** Christian Dior, Guerlain, Givenchy, Kenzo. Increased selectivity in distribution at Parfums Christian Dior - where sales to non-selective, or parallel, networks had reached excessive levels by the end of 1995 - had a sharply negative impact on operating margins of Parfums Christian Dior and of the segment as a whole. All of the year's launches - including Champs-Élysées by Guerlain, Organza by Givenchy, Jungle by Kenzo - were very well received in the marketplace, with sales exceeding initial targets.

Excluding sales to the parallel distribution networks mentioned above, which were deliberately pared back, the LVMH Group gained market share in its four segments of activity.

In 1997, further growth should be recorded in all activity segments, thanks to the Group's strategy emphasizing innovation, creativity and new product introductions, exceptional product quality, and expansion of the distribution networks around the world. Growth should also benefit from the favorable economic environment in North America and from improved US dollar and British pound exchange rates against the French franc, partly offset, however, by the low exchange rate of the Japanese yen against the US dollar.

In addition, with the acquisition of a controlling interest in DFS, the LVMH Group should benefit even more from the growth potential of the Asia-Pacific region. DFS will contribute positively to Group net income from current operations (before amortization of goodwill) and cash flow in 1997.

On the basis of this outlook, the LVMH Group has set a goal of achieving another increase in sales and net income for 1997. The Board of Directors will ask the Annual General Meeting of Shareholders, to be held on May 29, 1997, to approve a net dividend of FRF 20.40 per share, an increase of 6% over the prior year level, payable on June 13, 1997.

Consolidated financial highlights are as follows:		1996	1995
In FRF million			
Consolidated net sales		31,142	29,775
Income from operations		7,022	7,285
Net income from current operations		4,457	4,196

By segment of activity, sales and income from operations are as follows:		Sales		Income from operations	
In FRF million		1996	1995	1996	1995
Champagne and Wines		6,409	5,836	1,246	1,064
Cognac and Spirits		4,885	5,277	1,560	1,678
Luggage and Leather Goods		9,026	7,415	3,903	3,477
Perfumes and Beauty Products		8,962	9,277	592	1,256
Other Activities, including holding company expenses		1,860	1,970	(279)	(190)
TOTAL		31,142	29,775	7,022	7,285

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エマーソン・マーケット  
おまかせ市場での  
専門金融機関  
**ING BARINGS**

# FINANCIAL TIMES

## MARKETS

### THIS WEEK

**ING BANK**  
At Home in International  
and Capital Markets  
**ING BARINGS**

Global Investor / Philip Coggan

## Bet on chicken entrails

The history of stock market forecasts reveals that investors might just as well have used chicken entrails as Elliott waves or the analysis of economic fundamentals. But if it is difficult to make successful forecasts, at least it is possible to examine the assumptions on which predictions are based. Henry Townsend, a Washington-based economist who used to work for the Bureau of Economic Affairs, has produced a paper on the subject.

He breaks down total return into six components: the annual growth in real gross domestic product; inflation; the growth of dividends per share relative to GDP; the effect of reinvested dividends; the effect of changes in yield; and a residual.

He looked at the history of the US stock market to see how those factors contributed to total return. Over the period 1929-96, GDP growth and inflation are obviously important but dividend reinvestment was the single most important factor, with a geometric average of 4.4 per cent.

However, over the period 1987-96, all three factors were swamped by the effect of lower dividend yields, which has offered a geometric average return of 6.5 per cent per year.

In other words, the main factor behind the rise in the market has been its continued re-rating by investors. This bears some similarity with the Tokyo stock market in the 1980s, when the main propellant was not superior earnings growth but investor's willingness to give a higher rating to those earnings.

While dividend growth should go on forever as a source of total return, sooner or later dividend yields must stop falling; there must be some limit to how low they can go, writes Townsend.

As an example, he cites the assumption of the US advisory panel on the future of Social Security that stocks can achieve a 7 per cent real return. Look at the planning horizon for Social Security of 75 years, take the figures for the residual and the growth in dividends relative to GDP at their recent averages, and assume, like the panel, a real GDP growth rate of 1.5 per cent per annum. The implication, at the end of the 75

year period, is that the dividend yield would be less than 0.1 per cent. Pretty implausible.

The formula can be useful over much shorter periods. Townsend uses the concept of "reversion to mean" saying that when price/earnings ratios are high and dividend yields low, as they are today, there seems to be a tendency for prices to revert to more normal valuation levels.

If one assumes 2 per cent GDP growth, 3 per cent inflation and 0.3 per cent per annum in dividends relative to GDP over the next 10 years, then dividends will grow by a cumulative 69 per cent over the period.

### COMPANY RESULTS DUE

## Easing of shake-up costs helps Pirelli

Pirelli, the Italian tyre group, is expected on Wednesday to announce a 1996 net profit after minorities of between £176m and £181m, up from £158m, with much of the increase in profits stemming from an easing in restructuring charges.

They expect sales to have fallen slightly due to the lira's appreciation and weakening demand for tyres and cables in the second half.

Mr Pio de Gregorio, of Nat-West Securities, thinks Pirelli will reveal £197.5m profit on sales of £1,045bn, with much of the increase

from a faster-than-expected fall in restructuring charges and positive earnings developments. Mr de Gregorio expects Pirelli will take extraordinary charges of £115bn, with the bulk deriving from the closure of its Nashville tyre plant.

Mr Gianluca Pediconi of Milla & SIM forecasts a profit of £105bn on sales of £1,050bn and agrees with Mr de Gregorio's view of reduced restructuring charges and increased cost savings.

Mr Pediconi said: "We expect Pirelli to maintain its pay-out ratio of 40 per cent which will mean a dividend of £80."

Roche Holding, the Swiss pharmaceuticals group is expected to tomorrow report profits of Sfr3.9bn (\$2.65bn) to Sfr4.5bn, up from Sfr3.37bn. The company said in January it expected to

have a higher full-year net profit but did not release a more specific forecast.

Few surprises are expected from the results, with the market seen focusing more on the launch of products and strategy rather than on figures.

**THE CALGARY AND EDMONTON RAILWAY COMPANY**  
NOTICE TO HOLDERS OF 4% CONSOLIDATED DEBENTURE STOCK  
CHARGE OF TRANSFER AGENT AND REGISTRAR  
Effective March 12, 1997, The Trust Company of Bank of Montreal began carrying out all our Transfer Agent, Registrar and related services, including interest payments, for the 4% Consolidated Debenture Stock (CDS).

**Advance Bank Australia Limited**  
US\$250,000,000  
Floating Rate Notes 1999  
The notes will bear interest at 5.9063% per annum for the interest period from 24 March 1997 to 24 June 1997. Interest payable on 24 June 1997 will amount to US\$143.09 per US\$100,000 note.

**TORONTO, GREY AND BRUCE RAILWAY COMPANY****ST LAWRENCE AND OTTAWA RAILWAY COMPANY**  
NOTICE TO AGENTS FOR AND/OR HOLDERS OF 4% FIRST MORTGAGE BONDS DUE 2000  
CHARGE OF REGISTRAR AND PAYING AGENT  
Effective March 12, 1997, The Trust Company of Bank of Montreal began carrying out all our Registrar, Paying Agent and related services, including interest payments, for the 4% First Mortgage Bonds due 2000.

**NOTICE TO BONDHOLDERS**  
**U-Ming Marine Transport Corporation**  
(Incorporated with limited liability in Taiwan, The Republic of China)  
US\$ 90,000,000  
1.5% Bonds due 2001  
NOTICE IS HEREBY GIVEN that the Company's Annual General Shareholders' Meeting will be held on May 7, 1997 in Taipei.

**Asia Capital Limited**  
FF 3,000,000,000  
Guaranteed Floating Rate Notes due 1998  
unconditionally and irrevocably issued and guaranteed as to payment of principal and interest pursuant to a financial guaranty insurance policy issued by MBIA Insurance Corporation.

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**A/S Eksportfinans**  
(Incorporated in the Kingdom of Norway with limited liability)  
US\$100,000,000 Senior Subordinated Notes due 2002  
Notice is hereby given that the Rules of Interest have been fixed at 5.9875% and that the interest payable on the relevant Interest Payment Date September 23, 1997 against Coupon No. 10 in respect of \$1,000,000 of the Notes will be \$289.11 and in respect of \$100,000,000 of the Notes will be \$28,911.11.

**CITICORP**  
U.S. \$250,000,000  
Floating Rate Notes Due September 2000  
Notice is hereby given that the Rules of Interest for the interest period March 24, 1997 to June 24, 1997 has been fixed at 5.79063% and that the interest payable on the relevant Interest Payment Date June 24, 1997 against Coupon No. 8 will be US\$73.99 in respect of US\$5,000,000 of the Notes, and US\$7,399.99 in respect of US\$100,000,000 of the Notes.

**ONTARIO AND QUEBEC RAILWAY COMPANY****CANADIAN PACIFIC RAILWAY COMPANY**  
NOTICE TO HOLDERS OF 5% PERMANENT DEBENTURE STOCK  
CHARGE OF TRANSFER AGENT AND REGISTRAR  
Effective March 12, 1997, The Trust Company of Bank of Montreal began carrying out all our Transfer Agent, Registrar and related services, including interest payments, for the 5% Permanent Debenture Stock (PDS).

**LEGAL NOTICES**  
**THE ORION INSURANCE COMPANY PLC**  
THE LONDON AND OVERSEAS INSURANCE COMPANY PLC  
The Orion Insurance Company PLC and the London and Overseas Insurance Company PLC have obtained Court approval for their Scheme of Arrangements which received creditor support. On the 6 March 1997 an order was granted by the US Bankruptcy Court for a permanent injunction under Section 304 of the US Bankruptcy Code. The order restraining the Scheme of Arrangements was filed with the Registrar of Companies on 7 March 1997, making the Scheme effective from that date. As a result, Paul Evans and Colin Birt of Price Waterhouse have been appointed Scheme Administrators pursuant to the terms of the Scheme.

**NBD BANCORP, INC**  
US\$100,000,000  
Floating rate subordinated notes due 2005  
Notice is hereby given that the Rules of Interest for the interest period 24 March 1997 to 24 June 1997 the interest rate has been fixed at 5.8125%. Interest payable on 24 June 1997 will amount to US\$148.54 per US\$100,000 note.

**Factors of total return**

Historical averages (%)

	20-40	41-60	61-80	81-100	101-120	121-140	141-160	161-180	181-200
Real GDP	3.0	3.2	3.4	3.6	3.8	4.0	4.2	4.4	4.6
Inflation	4.5	4.7	4.9	5.1	5.3	5.5	5.7	5.9	6.1
Dividend yield	3.5	3.7	3.9	4.1	4.3	4.5	4.7	4.9	5.1
Reinvested dividends	4.4	4.6	4.8	5.0	5.2	5.4	5.6	5.8	6.0
Change in yield	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Residual	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2

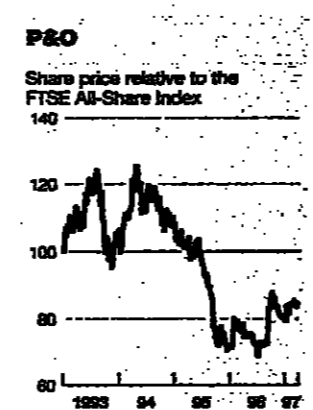
Thick Total annual return  
Reinvested dividends  
Gross Annual GDP growth  
PDS-Change in yield  
PDS-Residual

Source: Townsend

**Total return to holders of US\$100,000 in 1997**

	Real GDP	Inflation	Dividend yield	Reinvested dividends	Change in yield	Residual
Year	3.5	4.5	3.5	4.4	0.2	0.2
Month	0.3	0.4	0.3	0.4	0.0	0.0
Week	0.1	0.1	0.1	0.1	0.0	0.0

Source: Townsend



insurance group, is expected to report on Wednesday net profit of £120m, up from £115m, with much of the increase in profits stemming from an easing in restructuring charges.

Analysts at Bank Bangert Pontier are forecasting Fortis' net profit at £120m, with Fortis Amey reporting earnings per share of £1.435 and raising its dividend to £1.190 from £1.168.

Ms Margot van der Velden at ABN Amro Hoare Govett forecasts Fortis net profit at £120m, with Fortis Amey's net profit up at £120m or £1.435 per share and its dividend pay-out up at £1.190.

She expects pre-tax insurance profit to rise 19 per cent to £120m, with technical results for life business up 20

per cent at £120m, accident and health down 8 per cent at £120m and general insurance up 44 per cent at £120m.

## Bolsa buckled after a fashion

Adolfo Dominguez, the Spanish fashion label famous for its crumpled-looking clothes and slogan "the wrinkle is beautiful," buckled Madrid's Bolsa last week when it floated 5.8m of its shares on the exchange.

Shares in Adolfo Dominguez finally stabilised by the end of the week, after three days of hectic trading that revealed ominous cracks on the market's floor and caused widespread irritation among small domestic savers, who had flocked to the issue of 70 per cent of the company's equity.

The shares rocketed to more than double soon after they started trading on Tuesday, to Pta7,000, despite having been priced at the top of the announced range of Pta2,700-Pta3,100.

They then fell by the maximum 15 per cent permitted in a Bolsa session for two days before settling at about Pta4,800.

Madrid's Bolsa realised that its electronic trading systems were unable to cope with an avalanche of sell orders.

FT&S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International Limited and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries, New Zealand Securities Ltd, with a co-ordinator of the indices.

NATIONAL AND REGIONAL MARKETS	FRIDAY MARCH 21 1997					THURSDAY MARCH 20 1997					DOLLAR INDEX					
	US	UK	Japan	DM	Yen	US	UK	Japan	DM	Yen	US	UK	Japan	DM	Yen	
	Index	%chg since 12/31/96	Starting Index	Index	Index	Index	%chg since 12/31/96	Starting Index	Index	Index	Index	%chg since 12/31/96	Starting Index	Index	Index	
Australia (76)	217.58	-1.9	201.14	166.38	180.43	184.13	-0.9	4.12	216.21	209.94	170.28	191.35	184.22	225.77	198.44	202.10
Austria (24)	185.54	-2.3	171.51	143.28	102.38	102.38	0.8	1.80	184.01	171.13	143.58	101.89	184.22	225.77	198.44	202.10
Belgium (26)	192.76	1.3	218.25	178.54	201.90	197.89	10.8	3.64	228.70	212.70	178.48	200.54	196.17	241.54	204.38	207.78
Canada (114)	129.06	1.5	176.37	148.33	108.87	102.75	2.3	1.91	125.55	170.07	150.94	108.04	192.17	203.34	154.12	155.08
Denmark (23)	363.24	3.2	335.78	261.11	317.80	316.87	12.2	1.52	364.03	338.56	284.05	219.22	315.26	378.96	291.70	290.28
Finland (23)	259.28	4.3	236.91	188.24	224.30	270.31	13.8	1.89	250.03	232.63	195.09	219.25	255.05	268.08	174.47	183.31
France (91)	215.61	2.1	201.58	168.11	191.24	194.79	11.6	2.72	215.43	200.35	168.09	188.91	192.28	226.82	189.94	187.49
Germany (69)	188.48	4.8	185.49	133.29	173.59	173.66	14.1	1.52	189.21	182.48	133.10	172.06	172.08	205.33	184.47	174.04
Hong Kong (28)	435.67	-10.1	421.22	302.84	308.79	483.27	-10.0	3.41	454.52	429.25	354.80	268.30	451.86	514.48	407.55	434.13
Indonesia (27)	229.05	0.4	211.73	177.28	200.46	337.84	2.2	1.68	231.51	215.31	180.84	203.01	341.94			
Italy (98)	34.87	1.4	78.27	250.71	263.52	290.27	0.0	3.28	321.33	298.55	250.79	281.77	292.32	343.85	268.26	260.03
Japan (109)	116.50	-8.7	107.69	65.62	74.10	106.81	12.4	2.10	89.94	78.07	65.50	73.61	105.89	89.32	70.81	73.94
Malaysia (107)	620.23	2.8	573.15	479.84	542.83	561.90	0.9	1.07	627.78	588.28	489.83	356.46	595.94	600.85	512.47	552.16
Mexico (27)	1358.84	11.2	1254.28	1000.05	1187.46	1172.80	11.9	1.12	1333.84	1296.19	1098.45	1117.38	1178.30	1445.68	1110.55	1155.61
Netherlands (19)	342.74	2.0	318.22	255.94	299.85	296.23	11.8	2.61	334.79	311.38	261.29	238.26	280.11	317.15	279.86	284.77
New Zealand (14)	242.70	-2.9	242.70	165.40	173.66	164.64	-8.3	4.41	242.70	242.70	165.40	173.66	164.64	242.70	242.70	242.70
Norway (14)	242.70	-2.9	242.70	165.40	173.66	164.64	-8.3	4.41	242.70	242.70	165.40	173.66	164.64	242.70	242.70	242.70
Philippines (22)	184.82	-4.3	184.82	105.77	107.60	255.77	-4.2	0.88	184.82	184.82	105.77	107.60	255.77	184.82	184.82	184.82
Singapore (43)	388.75	-0.8	388.75	288.08	335.85	255.81	-5.5	1.08	388.75	388.75	288.08	335.85	255.81	388.75	388.75	388.75
South Africa (44)	300.00	13.3	333.61	279.90	315.85	348.29	7.3	2.40	300.00	300.00	279.90	315.85	348.29	300.00	300.00	300.00
Spain (29)	205.51	2.5	205.51	165.17	184.52	226.33	5.4	2.78	205.51	205.51	165.17	184.52	226.33	205.51	205.51	205.51
Sweden (69)	425.28	0.8	333.13	339.12	372.20	478.70	12.5	2.17	418.11	398.25	328.24	298.59	425.28	425.28	425.28	425.28
Switzerland (24)	251.80	5.5	232.58	194.71	220.19	226.49	14.0	1.39	251.80	251.80	194.71	220.19	226.49	251.80	251.80	251.80
Thailand (14)	77.12	-7.2	77.12	61.35	68.38	78.84	-18.2	4.04	77.12	77.12	61.35	68.38	78.84	77.12	77.12	77.12
United Kingdom (212)	273.22	-3.5	268.28	214.44	222.58	256.25	2.9	3.89	273.22	273.22	214.44	222.58	256.25	273.22	273.22	273.22
USA (254)	2718.24	0.5	264.27	246.58	276.60	318.54	5.5	1.89	2718.24	2718.24	246.58	276.60	318.54	2718.24	2718.24	2718.24
Americas (282)	2591.42	5.5	269.39	246.58	276.60	318.54	5.5	1.89	2591.42	2591.42	246.58	276.60	318.54	2591.42	2591.42	2591.42
Europe (77)	240.27	0.3	222.10	185.84	210.27	222.17	8.7	2.77	227.94	221.29	185.84	208.65	220.71	249.97	204.71	208.65
Norfolk (150)	388.84	-1.8	341.87	288.21	323.67	387.89	12.1	2.01	388.84	388.84	288.21	323.67	387.89	388.84	388.84	388.84
Pacific Basin (672)	135.00	-6.8	126.62	105.17	115.83	104.17	-4.9	1.38	134.20	134.20	105.17	115.83	104.17	134.20	134.20	134.20
Europe-Pacific (1598)	179.87	-3.8	165.81	133.88	155.96	148.71	2.3	2.16	177.42	168.00	138.43	158.08	147.73	171.51	176.29	181.81
Northern America (788)	219.24	-2.5	204.45	165.17	184.52	226.33	5.4	2.78	219.24	219.24	165.17	184.52	226.33	219.24	219.24	219.24
Europe Ex UK (615)	219.24	-2.5	204.45	165.17	184.52	226.33	5.4	2.78	219.24	219.24	165.17	184.52	226.33	219.24	219.24	219.24
Pacific Ex Japan (202)	219.24	-2.5	204.45	165.17	184.52	226.33	5.4	2.78	219.24	219.24	165.17	184.52	226.33	219.24	219.24	219.24
World Ex US (1612)	183.08	-3.0	183.01	141.87	160.21	154.82	2.7	2.14	181.29	183.01	141.83	159.09	153.07	183.01	179.10	183.01
World Ex Japan (1256)	221.52	3.1	204.45	165.17	184.52	226.33	5.4	2.78	221.52	221.52	165.17	184.52	226.33	221.52	221.52	221.52
World Ex Japan (1088)	221.52	3.1	204.45	165.17	184.52	226.33	5.4	2.78	221.52	221.52	165.17	184.52	226.33	221.52	221.52	221.52
The World Index (2488)	222.08	0.8	208.98	174.94	187.84	201.79	8.9	2.02	224.70	209.95	173.23	197.04	200.97	238.26	202.37	208.43

Source: FTSE International Ltd, Goldman, Sachs & Co. and Standard & Poor's.

## MARKETS: This Week

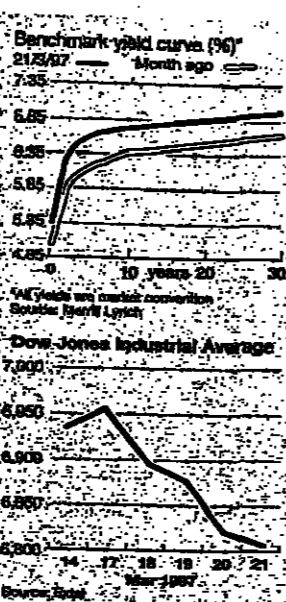
## NEW YORK By Richard Waters

There will be two questions on investors' minds as this week gets under way: Will the Federal Reserve's policy-making committee raise interest rates at its meeting tomorrow, and if so, will this be the first in a series of increases?

By the end of last week, the Treasury bond market had tilted heavily towards the view that the Fed would indeed act, and the Dow Jones Industrial Average had fallen back to 6,800, its lowest point for five weeks.

There has been little evidence that inflation is building, but the economy's strong start to the year and repeated comments from Mr Alan Greenspan, most recently last week, that pre-emptive action may be necessary to head off price increases, have primed the markets. A 25 basis point rise in short-term rates is now widely expected.

The dollar's strength, in part on growing expectations



of higher US rates, is likely to continue to draw foreign money into Treasuries. On the other hand, higher short-term rates would choke off some of the liquidity that has supported the rise in US financial markets generally.

A further modest retreat

in financial asset prices above the 30-year bond yield with the 7 per cent and the Dow marking time below 7,000 - could reduce the risk of more stringent Fed action in the months ahead.

## LONDON By Philip Coggan

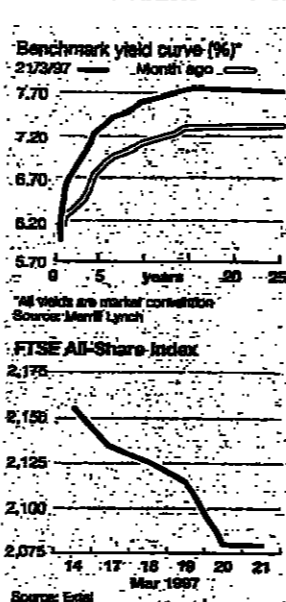
The UK market will lift its head from pondering the daily election battle to worry about events across the Atlantic this week - notably the meeting of the Federal Reserve Open Market Committee tomorrow.

Fears that the Fed might raise interest rates by a quarter or even a half percentage point were more important than political worries in knocking the FTSE 100 index off its perch last week.

Nevertheless, uncertainty about the election result is likely to give the equity market some nervous moments as May 1 approaches; the gilt market seems a little more relaxed about the chances of a Labour victory.

Back home, the chancellor of the exchequer and the governor of the Bank of England have their monthly meeting on Wednesday. Mr Kenneth Clarke may be a maverick but it would be astonishing if he raised rates so soon before the election; a post-election conference with Labour's Mr Gordon Brown may be Mr Eddie George's best hope of action. The governor will not doubt have viewed last week's rise in average earnings growth with alarm.

On the results front, there are plenty of important



companies reporting, notably Blue Circle, P&O, Sun Life & Provincial, Caradon, Next and Redland. The effect of sterling will once again be one of the most important factors monitored by analysts.

Trading will start to wind down before the long Easter holiday weekend. Given the recent falls, market-makers are unlikely to want to have long books at the start of the holiday, which could prompt some weakness in shares on Thursday.

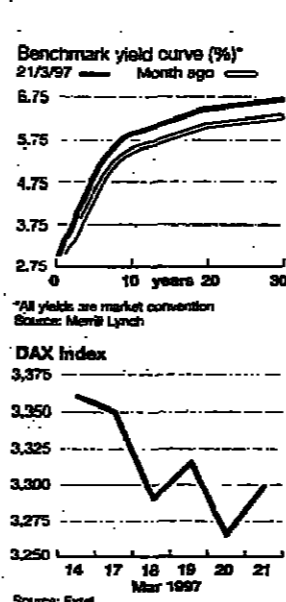
## FRANKFURT By Andrew Fisher

The German stock market looked set for a bout of takeover fever last week - a rarity in Germany, where deals are usually worked out behind closed doors. When Krupp Hoesch said it wanted to acquire Thyssen, its steel and engineering rival, the prospect of a bid battle on Anglo-Saxon lines - with the full panoply of investment bank advisers, takeover strategists and legal experts - opened up dramatically.

But by the weekend it was backed to closed doors. Under the influence of irate employees, trade unions and politicians, the companies sat down to talk. Thyssen itself had helped confuse the atmosphere by talking of "wild west" tactics before seeing the offer.

Tet Thyssen shareholders had some satisfaction, though the bid has not been put to them. Their shares rose last week by 13 per cent to DM391, compared with Krupp's offer of DM435 a share. Some analysts put the internal value of Thyssen shares at DM500 or more, on the basis of net asset value. Krupp shares gained 16 per cent to DM320.

Whether the bid is pursued or a compromise



found, however, the idea of the hostile bid has entered the German financial scene. It could well affect other industrial sectors. For the market as a whole, bid considerations could help maintain the buoyancy seen on Friday when the DAX blue chip index rose 1.3 per cent to 3,288.82.

Beyond Germany, the German markets will be focused on the US, where a rise in interest rates is expected from the Federal Reserve. At home, annual press conferences of Veba, BMW, Deutsche Bank and BHP-Bank should stimulate interest.

## TOKYO By Gwen Robinson

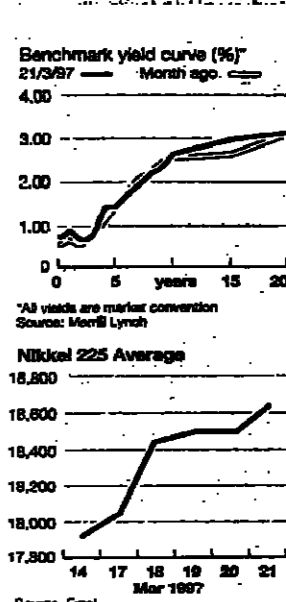
Markets will be watching several key factors in the run-up to Japan's March 31 business year-end. Interest is likely to focus on the government's promised scheme to revitalise the property market, to be unveiled on March 31. The equity market has already gained support from the government's initial announcement of the scheme on March 18.

Shares in banks, which have big non-performing property-backed loans, rose nearly 7 per cent over the week. The package is expected to help financial institutions dispose of property held as collateral against bad loans. At best, it could stimulate the economy as a whole and, in particular, sectors such as construction, real estate and financial institutions.

"If the package is bold, this may cement expectations that Japanese land prices have troughed," said Mr Michael Hartnett, economist at Merrill Lynch in Tokyo. "But the measures will not address the underlying reason for the poor performance of bank stocks on the equity market and the resultant low level of rate expectations."

Weakness in bank stocks

indicates a lack of industry consolidation, which affects



the ability of deregulation to enhance productivity and earnings, and thus share prices, he said. The bond market is likely to fall over the week, with speculation about a rise in US interest rates adding to concern over the property market bail-out. If the plan contains concrete and feasible measures to stimulate the market, investors will sell on the view that a revival in the property market could lead to higher interest rates.

## Focus on USDA reports

The US Department of Agriculture will release two benchmark quarterly reports this week that should provide insight into both the supply of and demand for feed-grains and oilseeds over the coming season.

Grain traders and meat merchandisers will look closely at Thursday's government report on the prospects for the US hog herd.

Analysts expect the overall size of the pig population to be little changed from a year ago, at about 56.7m animals. However, the data should show that the US hog breeding herd is being rebuilt, a response to the decline in feed prices, primarily maize, since last spring.

Mr Chuck Levitt, senior livestock analyst for Chicago-based Alaron, says the expansion of the hog herd will gain momentum through the summer.

He expects the number available for slaughter will be lower than last year in Thursday's report, but projects the number of market-ready hogs will rise by the time the government's next quarterly status report is issued.

An expanding hog herd translates into growing demand for US feed-grains. Traders believe the US has ample maize to devote to domestic animal feeding, but supplies of soybeans, a high-protein alternative feed, are razor-thin.

Next Monday morning, March 31, the USDA reports on the status of grain stocks, particularly maize and soybeans, across the US.

With domestic crushing and exports going forward at record rates, some analysts expect the figures to show soybean stocks dwindling at a rate that could prompt the government to lower its 140m bushel estimate of year-end soybean carry-over.

Also next Monday, the USDA releases its March 1 survey of farmer's spring planting intentions for maize and soybeans. Chicago futures markets will be closed on Friday but will be open on Monday, March 31.

## OTHER MARKETS Compiled by Jeffrey Brown

European bourses rallied on Friday, but most traders remained cautious ahead of the run-up to the Easter holidays.

On balance, last week's welter of results were up to expectations, but there were disappointments, notably from Michelin and Pernod-Ricard. Some shares were heavily punished.

This week's batch of figures could help restore sentiment. Profits growth of a third is expected from both Pinault-Printemps on Thursday and Axa-UAF on Wednesday. At Schneider, due on Thursday, broker forecasts are close to a 50 per cent gain.

severely undermined by rising bond yields and profit warnings from Nedlloyd and KNP, two components of the leading AEX index. There could be scope for further disappointments. Fortis Amey reports on Wednesday and the range of broker estimates for the insurance group's profits is remarkably wide, extending from Ft 700m to more than Ft 800m, against Ft 663m in 1995.

Having steamed ahead by a third in the two months to March, the stock has fallen sharply this month.

to this on Thursday when the latest Greenspan-inspired wobble on Wall Street sent the market sharply lower.

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## Traders expect Greenspan to raise rates

There is just one big question for currencies traders this week: will the Federal Open Market committee raise US interest rates after its meeting tomorrow?

An increasing number of dealers have come to believe that it will. The US economy is thriving, and although most recent price data have been soft, last week's consumer price inflation emerged strong.

Mr Alan Greenspan, chairman of the Federal Reserve, swiftly backed the figures up with hawkish talk about the need to jump on inflation fast. "We're now in a position where we have to move ahead of the curve," he told a congressional committee on Thursday.

The most likely move is thought to be a 25 basis point increase in the key Federal funds rate to 5.50 per

cent. The last change to US rates was a 25 basis point cut in January of last year. The effect on the dollar of a Fed funds rate rise is uncertain. Usually, the currency falls for the first few months after an increase, because stock and bond markets tend to fall. In the past, the dollar has taken up to two years to recover to its pre-rate rise level on the back of higher US yields.

The effect of an increase in US interest rates could be sharper on the currencies of emerging markets countries. If the cost of borrowing in the US rises, investors may become less inclined to borrow dollars and use them to buy high-yielding foreign assets.

Already, most emerging market currencies have fallen in recent weeks on fears of a Fed tightening.

The other main event of the week is the expected Italian mini-budget. It aims to cut between L15,000bn and L16,000bn from the country's budget deficit in order to raise Italy's chances of qualifying for European economic and monetary union.

However, currency strategists will be keen to see whether the cuts are likely to be sustainable or not.

## FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Friday, March 21, 1997. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

	£ STG	US \$	D-MARK	YEN	£ STG	US \$	D-MARK	YEN	£ STG	US \$	D-MARK	YEN
Algeria (DZD)	137.21	475.00	382.17	38.77	France (F)	1.0000	1.0000	166.63	1.0000	1.0000	1.0000	166.63
Angola (Kz)	200.48	200.48	200.48	200.48	Germany (M)	1.0000	1.0000	166.63	1.0000	1.0000	1.0000	166.63
Argentina (P)	1,350.00	1,350.00	1,350.00	1,350.00	Greece (Dr)	340.75	340.75	340.75	1.0000	1.0000	1.0000	166.63
Australia (A\$)	1.5478	1.5478	1.5478	1.5478	Hong Kong (HK\$)	7.7556	7.7556	7.7556	1.0000	1.0000	1.0000	166.63
Austria (S)	13.7603	13.7603	13.7603	13.7603	India (Rupee)	47.8332	47.8332	47.8332	1.0000	1.0000	1.0000	166.63
Belgium (F)	136.0369	136.0369	136.0369	136.0369	Indonesia (Rp)	1,547.80	1,547.80	1,547.80	1.0000	1.0000	1.0000	166.63
Benin (CFA F)	193.6270	193.6270	193.6270	193.6270	Italy (Lira)	2,036.27	2,036.27	2,036.27	1.0000	1.0000	1.0000	166.63
Bolivia (B)	1,350.00	1,350.00	1,350.00	1,350.00	Japan (Y)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Brazil (R\$)	2,004.00	2,004.00	2,004.00	2,004.00	Korea (W)	106.76	106.76	106.76	1.0000	1.0000	1.0000	166.63
Bulgaria (BGN)	1.9360	1.9360	1.9360	1.9360	Malaysia (RM)	3.7603	3.7603	3.7603	1.0000	1.0000	1.0000	166.63
Canada (C\$)	0.6922	0.6922	0.6922	0.6922	Mexico (P)	16.6717	16.6717	16.6717	1.0000	1.0000	1.0000	166.63
Chad (CFA F)	193.6270	193.6270	193.6270	193.6270	Morocco (Mh)	20.4838	20.4838	20.4838	1.0000	1.0000	1.0000	166.63
China (Y)	8.2756	8.2756	8.2756	8.2756	Netherlands (Gld)	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	166.63
Colombia (C\$)	1,350.00	1,350.00	1,350.00	1,350.00	New Zealand (NZ\$)	1.3563	1.3563	1.3563	1.0000	1.0000	1.0000	166.63
Congo (CFA F)	193.6270	193.6270	193.6270	193.6270	Nigeria (N)	149.48	149.48	149.48	1.0000	1.0000	1.0000	166.63
Cote d'Ivoire (CFA F)	193.6270	193.6270	193.6270	193.6270	Peru (N)	3,053.71	3,053.71	3,053.71	1.0000	1.0000	1.0000	166.63
Czech Rep (Kc)	166.63	166.63	166.63	166.63	Poland (Zl)	4.0000	4.0000	4.0000	1.0000	1.0000	1.0000	166.63
Denmark (DKr)	6.4656	6.4656	6.4656	6.4656	Romania (Leu)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Russia (Ruble)	47.8332	47.8332	47.8332	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Saudi Arabia (R)	3.7603	3.7603	3.7603	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Senegal (CFA F)	193.6270	193.6270	193.6270	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Sierra Leone (L)	1,350.00	1,350.00	1,350.00	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Singapore (S\$)	1.3563	1.3563	1.3563	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Slovakia (S)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Slovenia (T)	200.48	200.48	200.48	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	South Africa (R)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Spain (P)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Sweden (S)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Switzerland (F)	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Taiwan (N)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Thailand (B)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Turkey (L)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Ukraine (H)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	United Kingdom (P)	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	United States (D)	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Vietnam (D)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63
Dominican Rep (RD\$)	193.6270	193.6270	193.6270	193.6270	Yugoslavia (D)	166.63	166.63	166.63	1.0000	1.0000	1.0000	166.63

## CROSS BORDER M&amp;A DEALS

## MARKETS: This Week

## EMERGING MARKETS By Michela Wrong

## Regional hopes in Mauritius

In a quiet club overlooking the skyscrapers of the capital, Port Louis, Mauritius stockbrokers are at lunch. The faces - mostly European, but some Chinese and Indian - provide an insight into the local market.

For just as this multi-racial Indian Ocean nation has always tapped the outside world in its quest for prosperity, bringing in black Africans and then Indian labourers to work its plantations, it is now counting on foreign interest to take its stock market into a new era.

Launched in 1989, the exchange has stabilised after a volatile 1994 and 1995, when anxiety over emerging markets after Mexican crisis and uncertainty caused by local political wrangling sent the index plunging.

The number of companies listed, five at launch, now totals 45. The Semdex index rose more than 5 per cent in 1996 and could gain another 10 per cent this year following the economic success enjoyed by the country since the 1980s, when it transformed itself from a struggling sugar producer to a tourism destination and export processing zone pouring out quality textiles.

This solid economic base, which has provided the 1.1m Mauritians with some of the

highest per capita incomes in Africa, make it an attractive market.

Liberated from government restriction since 1994, demand by foreign investors already accounts for around 40 per cent of total purchases and has at times risen as high as 77 per cent. "Foreigners just keep buying and buying. They rarely sell," says one analyst.

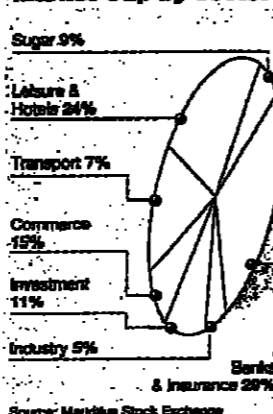
But the government and local brokers hope to go a stage further, building on Mauritius' continuing development as an offshore banking centre and freepoint to boost this still tiny bourse, capitalised at just M\$64.1bn (\$1.7bn) and trading on a pile of 12, against 12.9 a year ago.

They would like to see Mauritius become a regional exchange, enriched by off-shore funds and listings from mainland Africa.

"There's no reason why an African company wanting to tap that capital shouldn't list here. Or why an Indian company wanting to do business on the mainland shouldn't exploit our excellent telecommunications," says a broker. To that end, the authorities are busy upgrading the infrastructure.

Mr Richard Morin, a Canadian brought in as chief executive of the stock exchange a year ago, has

## Market Cap by sector



Source: Mauritius Stock Exchange

Introduced a central depository and settlement system, guaranteeing prompt settlement of trades.

"We're one of the first markets in Africa to achieve this. Lots of countries talk about it but while it's very easy to write a blueprint for a CDS, it's very tricky to put in place. You're changing decades of tradition and habit, because people like being able to physically hold their certificates. This is a major milestone," he says.

Another turning point will be a new Securities Act, which should bring the bourse's regulatory framework up to international standards, reassuring foreign investors that their

money is safe. But if the ambition to turn Mauritius into a regional market is to be achieved, it will need more paper on offer to remain attractive.

"We've nearly reached a plateau," says an analyst. "The bulk of local business groups are already on the exchange and turnover is low because many of the quoted firms are family groups in which shares are tightly held."

Some local brokers pin their hopes on the national pension fund, which currently skirts shy of the bourse. If it enters a market dominated by banks and tourist groups, it would give liquidity a major boost.

The government is busy touting the still to be launched \$60m Port Louis fund, which will involve part of the as yet unlisted telecommunications company and already-privatised Air Mauritius and State Bank.

But few analysts expect it to stimulate enormous buyer enthusiasm, pointing out that in contrast to the 1992 Mauritius fund, which during a time of government restrictions offered foreign investors unique market access, many of the Port Louis shares can already be bought by normal means.

What they would like to see is the government stepping up its privatisation programme, which is currently making slow progress as the finance minister attempts to win support from the trade unions. "The Finance Minister would like to please everyone, and that just isn't possible," says a financier.

At the moment, the stock exchange currently only trades three times a week, sessions last around half an hour, and a single-price, open outcry system is used, discouraging short-term positions. Five-day trading is to be introduced soon and some of the 11 broking houses look forward to the introduction of an order-driven system to enliven proceedings. But until more shares are available, the currently sedate pace on Port Louis' one-room trading floor is unlikely to change.

## Investors in scramble for higher yields

South African rand and Philippine peso euro-debt have become the latest paper of choice for investors in search of that increasingly elusive creature: the high-yielding bond. With coupon rates of up to 15.3 per cent, offshore rand debt issues have become an almost daily event in the euro-markets.

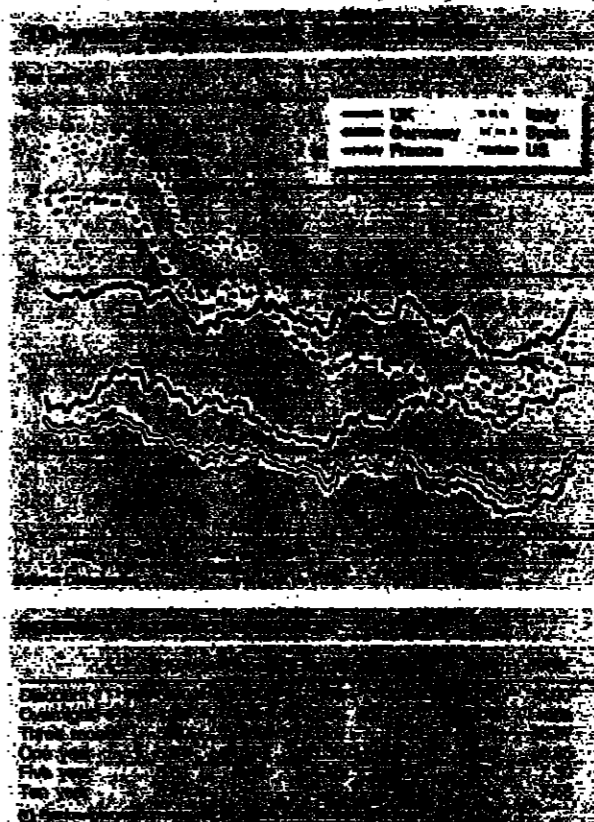
In a rush to exploit favourable rand-dollar swap rates, large borrowers, including the European Bank for Reconstruction and Development and the International Finance Corporation, have extended the euro-rand yield curve from 10 years at the beginning of 1997 to 30 years.

Syndicate officials say the scale of investor appetite is surprising considering the losses made by buyers of euro-rand paper in late 1996 or early 1997. The rand subsequently depreciated by around 25 per cent, resulting in heavy losses for those failing to hedge their exposure.

Investors have clearly looked at their risk/reward calculations and worked out that 15 per cent coupons are adequate returns for the risk that the rand might go through the floor again. "To put it bluntly, they are taking a good old-fashioned punt."

The growing popularity of zero-coupon rand issues is mainly a response to investors' fears that the currency may go through the floor again. This enables them to buy 15 or 20-year paper at a fraction of its face value with the potential for enormous capital gains when it reaches maturity.

"A lot of these investors are attracted to the South African market but don't want to take the risk yet of investing in its domestic bond market," said Mr Alok Basu, senior fixed income economist at Hambros Bank in London. "They feel much



safer buying debt from an AAA rated institution." For supranationals such as the EBRD, which has also issued in Czech koruna and Philippine pesos, the advantages are based on the favourable swap rates into dollars. This enables the issuer to fund its dollar requirements at sub-libor rates and benefit from the prestige of helping open up a new market.

Ms Ayesha Shah, head of funding at the EBRD in London, said investor appetite for emerging currency off-shore debt is likely to remain strong.

"With European interest rates at such a low level, investors will inevitably look for higher yield elsewhere," said Ms Shah.

The Philippine peso is the latest emerging currency to benefit from this interest, although at coupons of between 9 and 10.25 per cent, it is not as eye-catching as the rand.

The IFC popped the World Bank to the post to become the debut issuer two weeks ago with a 2.6bn peso five-year offering. This was quickly followed by the World Bank and EBRD issues at five years and one year respectively.

"There is a concerted effort by supranational borrowers to kick-start this market," said one London-based trader specialised in the emerging markets. "If the big names like these get in and show confidence, then other market players will follow them."

The choice of the Philippine currency, he adds, is attributable to a combination of favourable factors, including political stability, a stable currency, and the high likelihood that the sovereign debt ratings of the Philippines will be raised after next year's presidential election.

Bankers, however, say that the main driving force behind the wave of peso issues is the demand from foreign direct investors to swap dollars for pesos at attractive rates. Investors in the Philippines find it difficult to tap debt from the local market. A high withholding tax and the absence of a secondary debt market make onshore borrowing a logistical headache.

Mr Andrew Aldid, a syndicate official at Citibank, which lead-managed the IFC offering, said: "The premise was that if you are an offshore investor buying pesos you go for government securities and you're subject to a 20 per cent withholding tax, so to entice the market to the bond we offered a slight premium."

The launch was twice oversubscribed, with 70 per cent of investors coming from Asia and 25 per cent from the US.

In contrast, the EBRD used a one-year maturity in order to attract a more European investor base. But bankers say that most of the demand will continue to come from Asian retail and institutional investors.

"Investors are scrambling for yields and that means there's demand for paper that wouldn't have existed in the past," says Mr Basu. "There are a lot of North Asian investors with a lot of Indonesian and Thai paper on their books who are looking to diversify without giving up on yield."

Nevertheless, with talk of the Asian Development Bank and possibly the Philippine government joining the list of offshore peso issuers, economists are questioning whether offshore peso issues will help to develop the Philippines' domestic market.

Without a proper insurance and pension fund base to stimulate the market, banks will continue to dominate lending in the Philippines they say.

"It's fine to develop the foreign bond market, but without a strong domestic market that won't be enough," says Mr Roman Azanza, chairman of the capital market development council. "There is still no real secondary trading."

## ING BARING SECURITIES EMERGING MARKETS INDICES

Index	21/3/97	Week on week movement		Month on month movement		Year to date movement	
		Actual	Percent	Actual	Percent	Actual	Percent
World (448)	175.22	-1.21	-0.69	-3.24	-1.82	+15.11	+8.44
Latin America							
Argentina (22)	117.12	+0.32	+0.28	-1.21	-1.02	+8.99	+8.33
Brazil (24)	332.30	-2.26	-0.68	+9.33	+2.89	+71.27	+27.33
Chile (16)	184.70	-7.40	-3.85	-6.63	-3.48	+92.26	+51.73
Colombia (13)	218.45	-1.54	-0.70	+8.21	+3.73	+44.76	+20.93
Mexico (27)	332.85	+1.61	+0.47	-2.40	-0.72	+145.00	+43.55
Peru (12)	1,182.75	-26.28	-2.13	+10.89	+0.93	+155.51	+15.45
Venezuela (6)	61.19	+1.55	+2.59	-3.51	-5.42	-0.98	-1.61
Latin America (119)	170.77	-0.60	-0.35	+0.27	+0.16	+27.37	+19.09
Europe							
Czech Rep.(14)	101.73	-1.52	-1.47	-18.51	-15.40	-2.54	-2.54
Greece (20)	149.85	+2.51	+1.71	-6.49	-4.16	+37.34	+33.22
Poland (25)	348.72	-18.80	-5.09	-61.91	-15.15	+2.98	+0.86
Portugal (18)	163.58	-2.91	-1.75	-1.57	-0.95	+17.55	+10.73
South Africa (30)	145.00	-0.20	-0.14	-0.35	-0.24	+15.92	+12.92
Turkey (27)	173.05	+15.20	+8.51	+4.89	+2.82	+48.01	+27.72
Europe (134)	135.14	+0.40	+0.30	-4.06	-2.92	+16.61	+11.21
Asia							
China (27)	55.81	-0.61	-1.06	+2.56	+4.80	-0.67	-1.14
Indonesia (30)	111.30	-4.57	-3.18	-16.61	-9.89	-5.13	-3.23
Korea (23)	73.88	-1.27	-1.69	-10.62	-12.57	-7.33	-9.00
Malaysia (24)	259.20	-7.11	-2.57	-11.51	-4.10	+11.22	+4.02
Pakistan (13)	71.20	+0.65	+0.92	-9.04	-12.83	+12.19	+17.11
Philippines (18)	314.63	-3.25	-1.02	-11.54	-3.54	+0.84	+0.27
Taiwan (31)	204.88	-1.72	-0.83	+8.32	+14.24	+19.44	+14.43
Thailand (29)	132.65	+2.74	+2.11	-7.48	-5.33	-22.31	-16.80
Asia (193)	215.77	-3.29	-1.30	-7.21	-3.33	+10.40	+4.82

All indices in \$ terms, January 7th 1992=100. Source: ING Baring Securities.



## NOTICE OF SHARE SALE PROCESS

## INVITATION TO PARTICIPATE IN THE PROCESS FOR SELLING A SHAREHOLDING IN INVESTIČNÍ A POŠTOVNÍ BANKA, A.S.

The Government of the Czech Republic has, in accordance with Government Resolution No. 603 of 27 November 1996, decided to sell the State's shareholding in Investiční a Poštovní banka, a.s. of up to 36 per cent of the outstanding share capital. The National Property Fund and the Ministry of Finance of the Czech Republic will arrange for the process of the sale of the above mentioned shares in Investiční a Poštovní banka, a.s. The National Property Fund and the Ministry of Finance of the Czech Republic encourage all those parties seriously interested in participating in the process for selling those shares to submit expressions of interest to do so.

Investiční a Poštovní banka, a.s. is one of the leading financial institutions in the Czech Republic with an extensive retail branch network and is involved in investment and commercial banking operations as well as fund and asset management activities. Investiční a Poštovní banka, a.s. provides a wide range of financial products and services to its clients through banking operations, insurance, mortgage finance and other subsidiaries. Investiční a Poštovní banka, a.s. has correspondent banking relationships with a large number of international financial institutions.

Parties who wish to participate in this process should request in writing preliminary information regarding Investiční a Poštovní banka, a.s. and the process for selecting a purchaser of the shares to be offered for sale. Requests for further information should be sent to the following address:

Ing. Michal Hrubý  
Vice Chairman  
National Property Fund of the Czech Republic  
Rašínovo nábřeží 42  
128 00 Praha 2  
Czech Republic  
Fax: +420 2 2499 1473

Requests for further information should be in both the Czech and English languages and should include a designation of a responsible person for future communications. Responses to this notice of process should be received by no later than 2 April 1997.

This announcement does not represent a public tender or a public proposal according to Czech law nor does it represent an offer for sale or an offer for purchase of securities of Investiční a Poštovní banka, a.s.

This announcement is issued by The National Property Fund of the Czech Republic, the contents having been approved solely for the purposes of Section 37 of the Financial Services Act 1986 by Salomon Brothers International Limited, which is regulated in the conduct of its investment business by The Securities and Futures Authority Limited.

## BANQUE NATIONALE DE PARIS

## Programme for the issuance of Debt Instruments

## USD 100,000,000

## Sub Floating Rate

## Notes due 2006

## Series N° 98 Tranche 1

Notice is hereby given that the rate of interest for the period from March 24, 1997 to June 24, 1997 has been fixed at 5.8995% per annum. The coupon amount due for this period is USD 150.54 per denominated of USD 100,000 and is payable on the interest payment date June 24, 1997.

The Fiscal Agent

BNP (Luxembourg) S.A.

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## NEW INTERNATIONAL BOND ISSUES

## US DOLLARS

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دکتر محمد علی

**DOLLAR SPOT FORWARD AGAINST THE DOLLAR**

MONEY RATES								
March 21	Over night	One month	Three months	Six months	One year	London, three months	Discount rate	Repo rate
Belgium	58 1/2	3 1/2	3 3/4	3 3/4	5 1/2	2.00	2.50	-
week ago	58 1/2	3 1/2	3 1/2	3 1/2	5 1/2	2.00	2.50	-
France	58 1/2	3 1/2	3 3/4	3 3/4	5 1/2	3.10	-	4.75
week ago	3 1/2	3 1/2	3 3/4	3 3/4	5 1/2	3.10	-	4.75
Germany	3 1/2	3 1/4	3 1/4	3 1/4	5 1/2	2.50	2.90	3.00
week ago	3 1/4	3 1/4	3 1/4	3 1/4	5 1/2	2.50	2.90	3.00
Ireland	54 1/2	5 1/2	5 1/2	5 1/2	5 1/2	3.00	6.25	-
week ago	54 1/2	5 1/2	5 1/2	5 1/2	5 1/2	3.00	6.25	-
Italy	7 1/4	7 1/4	7 1/4	7 1/4	7 1/4	8.25	6.75	7.41
week ago	7 1/4	7 1/4	7 1/4	7 1/4	7 1/4	8.25	6.75	7.41
Netherlands	3 1/2	3 1/4	3 1/4	3 1/4	5 1/2	-	3.00	3.30
week ago	3 1/2	3 1/4	3 1/4	3 1/4	5 1/2	-	3.00	3.30
Switzerland	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	-	1.00	-
week ago	1 1/2	1 1/2	1 1/2	1 1/2	1 1/2	-	1.00	-
US	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	5.00	-
week ago	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	5.00	-
Japan	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	5.00	-
week ago	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	5.00	-

■ \$ LIBOR FT London						
Interbank Bldg	-	5%	5%	5%	8%	-
week ago	-	5%	5%	5%	6%	-
US Dollar Cds	5.45	5.52	5.64	5.93	-	-
week ago	5.45	5.25	5.35	5.61	-	-
ECU United Ds	4%	4%	4%	4%	-	-
week ago	4%	4%	4%	4%	-	-
SDR United Ds	3%	3%	3%	3%	-	-
week ago	3%	3%	3%	3%	-	-

EURO CURRENCY INTEREST RATES							
Mar 21	Short term	7 days notice	One month	Three months	Six months	One year	
Belgium Franc	3% - 3%	3% - 3%	3% - 3½	3% - 3½	3½ - 3½	3% - 3½	
Denmark Krone	3% - 3½	3% - 3½	3½ - 3½	3% - 3½	3½ - 3½	3% - 3½	
German Marks	3% - 3½	3% - 3½	3½ - 3½	3% - 3½	3½ - 3½	3% - 3½	
Dutch Guilder	2½ - 3	2½ - 3	3% - 3½	3% - 3½	3½ - 3½	3% - 3½	

[illegible]

	(DK)	54.18	10	8.857	2.623	0.991	2628	2.951	10.42	263.8	222.8	11.26	2.263	0.972	2.150	1.559	190.8	1.353	Interbank Starting	6½ - 5½	6½ - 5½	6½ - 5½	6½ - 6½	6½ - 6½	7 - 6½
Denmark	(DK)	54.18	10	8.857	2.623	0.991	2628	2.951	10.42	263.8	222.8	11.26	2.263	0.972	2.150	1.559	190.8	1.353	Interbank Starting	6½ - 5½	6½ - 5½	6½ - 5½	6½ - 6½	6½ - 6½	7 - 6½
France	(FF)	61.11	11.29	10	2.961	1.119	2967	3.332	11.76	297.9	251.8	13.41	2.555	1.087	2.427	1.780	215.4	1.527	Starting CDs	-	-	6½ - 5½	6½ - 6½	6½ - 6½	6½ - 6½

■ THREE MONTH EURODOLLAR (MM \$)m points of 100%

[illegible][illegible]

1986	(1)	34.73	8.415	3.582	1.083	0.036	1686	1.893	6.19	188.3	143.0	7.618	1.432	0.929	1.379	1	122.4	0.888
1987	(1)	28.37	5.242	4.643	1.375	0.520	1377	1.547	5.481	198.8	116.8	6.225	1.186	0.508	1.127	0.817	100.	0.708
1988	(1)	40.71	7.302	8.547	1.090	0.190	1043	2.190	7.704	154.7	154.7	9.739	1.529	0.719	1.157	151.0		

<b>D-MARK FUTURES (MM) DM 125,000 per DM</b>	<b>BANK OF ENGLAND TREASURY BILL TENDER</b>	<b>BASE LENDING RATES</b>
Open    Settle    Change    High    Low    Settle    Open    Settle	Mar 21   Mar 14                      Mar 21   Mar 14	

Sept	0.0000	0.0000	0.0000	0.0000	0.0000	248	2,524	Sum	Apr	May	Jun	Apr	May	Jun	Total allocated	Average yield	Allied Irish Bank (GB)	8.00	Exeter Bank Limited	7.00	©Singer & Freedlander 6.00
Dec	-	0.0044	+0.0022	0.0010	0.0019	4	135	Price	Apr	May	Jun	Apr	May	Jun	Min. accounted for	Offer at next tender	Midway Amherst	6.00	Financial & Gen Bank	7.00	©Smith & Wither Sigs 6.00

Jan	0.6942	0.6924	-0.0024	0.6967	0.6998	28,311	38,440	Previous day's vol, Calls 380 Puts 97 . Prev. day's open int., Calls 28,114 Puts 33,003	Bank of Cyprus 6.00	Habib Bank AG Zurich 6.00	United Bank of Kuwait 6.00
Sep	0.6990	0.6894	-0.0023	0.7022	0.6976	451	2,082		Bank of Cyprus 6.00	Chambers Bank 6.00	Unity Trust Bank Plc 6.00

Open	Sett price	Change	High	Low	Est vol	Open int.
<b>PHILADELPHIA SIX D-MARK'S OPTIONS DM82,500 (\$ per DM)</b>						
<b>Mar 21</b>						
<b>—Close—</b>						
<b>—Prev. close—</b>						
<b>\$ spot</b>						
<b>1.8035</b>						
<b>1.8035</b>						

DE	0.6430	0.6463	+0.0027	0.6311	0.6430		209	0.580	0.78	1.18	1.48	0.41	0.89	0.85				Creditors' Rep.	6.00	Wheeler Joseph & Sons	6.00	Association
								0.585	0.52	0.80	1.16	0.64	0.92	1.08				Chrysochale Bank	6.00	Lloyds Bank	6.00	* In administration
								---	---	---	---	---	---	---				The Commercial Bank of India	---	---	---	---

Sep	1.6000	1.6000	+0.0112	1.6000	-	4	668	Cyprus Popular Bank	6.00	Offee Brothers	6.00
Dec	-	1.5976	+0.0114	1.5990	-	78	91				

OTHER STATISTICS	

Mar 21				Mar 20				Mar 19				Mar 18				Mar 17				High				Low				High				Low			
--------	--	--	--	--------	--	--	--	--------	--	--	--	--------	--	--	--	--------	--	--	--	------	--	--	--	-----	--	--	--	------	--	--	--	-----	--	--	--

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649  
3030  
24 HRS  
**UNION CAL Ltd.**

price p	paid up	Ratun. date	1996/97		Stock	Closing price p	+/-	price p	paid up	cap (£m.)	1996/97		price p	Net div.	Div. cov.	Gm yld	P/E net
			High	Low							High	Low					

[illegible]

5- F.P.	10.8	71½	71½	Dorabank	71½	12.25	1.7	3.9	13.1
525 F.P.	2,441	570½	483½	Energy Group	489½	121.0	2.5	5.6	9.0

**FOREXIA FAX**

\$ £ Dm ¥

24th March 1997

The Board of Directors

[illegible]

Public deposits	822,180,983	-270,287,213	F.P.	16.2	80.2	11.2	Mid East High Corp	280	-2	5.43	24	2.8	20.5
Bankers' deposits	1,939,874,229	-144,148,981	F.P.	85.0	52.2	220	Paid Group	1190	-	-	-	-	-
Deposits and other accounts	9,489,657,054	-278,718,283	F.P.	18.9	122.5	119.0	10 Group	1190	-	-	-	-	-

<b>Government securities</b>	1,283,167,115	+745,000	9140 F.P.	24%	130%	130%	Titan Office City	130%	W3.5	3.0	3.6	11.5
<b>Advance and other accounts</b>	3,839,642,307	-879,905,697	9110 F.P.	118%	124%	119%	Luther Townbridge	120%	-	-	-	26.2
			540 F.P.	5.93	43%	40%	NFG	41%				


Cash	108,229	1,440
	6,346,265,266	-137,717,801

Notes in circulation	20,858,159,892	+110,036,897
Notes in Banking Department	6,840,108	-36,637

Other Government securities	14,301,948,234	+148,975,084
Other Securities	6,553,051,766	-38,975,084

		<b>Regional Indices</b>							
	Africa (14)	2085.54	-2.9	12.28	25.67	4.34	33.15	3282.18	1918.45



**LIMCO**  
London Finance Ltd

Rebased to the SFA

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UK GILTS PRICES

[illegible][illegible][illegible]

1980	1.0	1.20	14.23	13.11
1981	1.0	1.55	15.15	14.23

26 Figures in parentheses show 1981 rates for industry, by 11

[illegible]

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 • Automobile news  
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 • Fashion news  
 • Art and culture news  
 • Music news  
 • Television news  
 • Radio news  
 • Sports news  
 • Weather news  
 • Local news  
 • Classified ads  
 • Entertainment news  
 • Business news  
 • Health news  
 • Science news  
 • Technology news  
 • Travel news  
 • Real estate news  
 • Automobile news  
 • Food and drink news  
 • Fashion news  
 • Art and culture news  
 • Music news  
 • Television news  
 • Radio news

THE MARKET CD ROM

[illegible]

Closing mid-prices are shown in pounds per \$100 nominal of stock. Weekly percentage changes are

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

100







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هكذا من المصير

**Highs & Lows shown on a 52 week basis**

## WORLD STOCK MARKETS

[illegible]

## NEW YORK STOCK EXCHANGE PRICES

[illegible]

Continued on next page



## GUIDE TO THE WEEK

## MONDAY 24

## Flights resume to Tirana

Olympic Airways, the Greek carrier, resumes flights to Tirana following a two-week gap. Albania's only international airport reopened after pro-government forces regained control of the area around the capital. Other airlines are also expected to resume regular flights this week. Greece is anxious to restore normal ties as soon as possible in order to protect its ethnic minority in the still-rebellious south.

## Blood trial in Osaka

The trial opens in Osaka, Japan, of Renzo Matsushita, the former president of Green Cross, the pharmaceutical company that sold HIV-tainted blood products. Matsushita and two other executives are charged with professional negligence resulting in the death of a haemophilic user of the company's blood products. Meanwhile, in a separate case in Tokyo, a ruling is to be handed down in the trial of Takao Fujinami, the former chief cabinet secretary, who is accused of receiving bribes from Recruit, the employment services and information group.

## Gore visits China

Al Gore, the US vice-president, begins a six-day visit to Beijing in spite of recent human rights disagreements and amid allegations of Beijing funding for the Democratic party. Mr Gore will be the most senior US government official to visit Beijing since the massacre in Tiananmen Square in 1989.

## Academy Awards in LA



The Academy Awards ceremony takes place in Los Angeles and is expected to be dominated by films nominated for their artistic rather than mass-market appeal. The leading players in *The English Patient*, *Shine*, *Secrets and Lies* and *Fargo* are not the usual, instantly recognisable super-heroes. However, the producers are content: the best-picture candidates have already increased their total box office take by more than a third since their Oscar nominations.

## FT Surveys

Guernsey; Insurance.

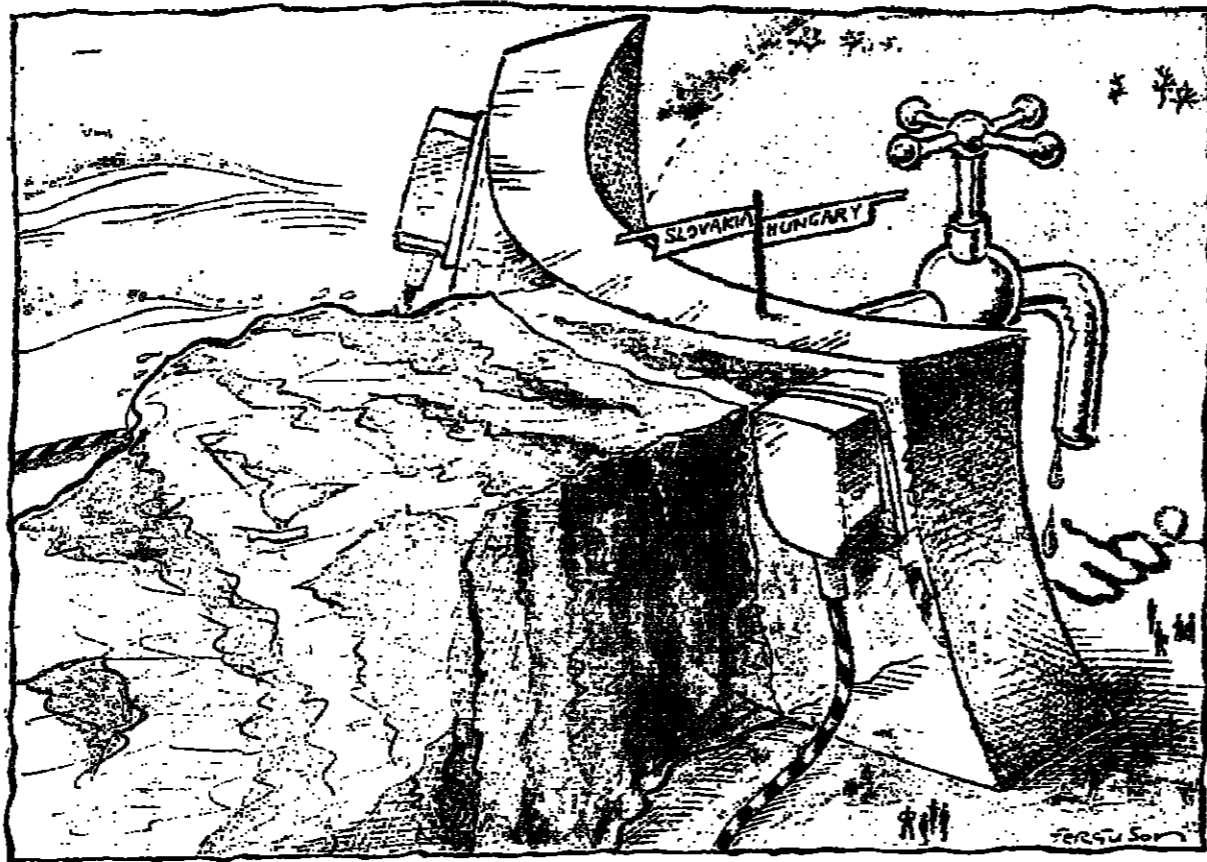
## Public holidays

Albania, Guyana, Iran.

## TUESDAY 25

## Fed poised on rates

The Federal Reserve's open market committee meets to consider whether to raise short-term interest rates. Mounting evidence of strong growth in



Dam all: Slovakia gives evidence to the International Court of Justice in its dispute with Hungary over diverting the Danube for hydroelectric power

the economy in the past six months has led most private-sector economists to expect the US central bank to tighten policy for the first time in two years. But, with still very little firm evidence of an acceleration in inflation, the Fed is thought unlikely to raise the Fed funds rate by more than 0.25 percentage points. Investors will be hoping that will prove sufficient to cool the economy down without the need for further increases later this year.

## Rome celebrates EU treaty

EU foreign ministers gather in Rome to celebrate the 30th anniversary of the signing of the Treaty of Rome, which founded the then European Economic Community. After the celebrations, ministers will discuss progress in the Maastricht treaty review conference (IGC), whose task is to streamline EU decision-making before its enlargement to central and eastern Europe.

## FT Surveys

Investing in South Africa; Japanese Finance and Investment.

## Public holidays

Cyprus, Greece, San Marino.

## WEDNESDAY 26

## WTO adopts IT accord

About 40 countries meet at the World Trade Organisation in Geneva to adopt an information technology agreement eliminating tariffs on computer hardware and software, semi-conductors, telecoms equipment and scientific instruments by 2000. The participants - including the US, EU

and Japan - represent more than 60 per cent of the global IT trade, worth more than \$600bn (£314bn) a year. The tariff cuts will start in July.

## African border tensions

African heads of state are to meet under the auspices of the Organisation of African Unity (OAU) in Lome, the capital of Togo, to discuss the crisis in the Great Lakes region. The rebel uprising in east Zaire challenges one of the OAU's founding tenets - the inviolability of the frontiers established in Africa by the western colonial powers. Analysts say its repeated calls for a ceasefire are prompted in large part by fears that if Laurent Kabila's guerrillas redraw the map of central Africa, their own countries' borders could also be up for negotiation.

## Howard leaves for China

John Howard, the Australian prime minister, visits Singapore before flying on Friday to China, where he is to meet Premier Li Peng and President Jiang Zemin. Mr Howard will be the first foreign leader in China since the funeral of paramount leader Deng Xiaoping. Sino-Australian relations have been delicate recently. China protested over Mr Howard meeting the Dalai Lama, the exiled Tibetan spiritual leader, last year, and was angered by a ministerial visit to Taiwan. It is also concerned over Australian-US defence ties.

## FT Surveys

Poland; Cyprus.

## Public holidays

Bangladesh, El Salvador, Mali.

## THURSDAY 27

## German steel deadline

The deadline falls for talks between Thyssen and Krupp Hoesch, the German industrial groups, on forming a joint steel venture. The negotiations follow Krupp's hostile bid for Thyssen last week, which was put on ice for eight days. If talks fail, Gerhard Cromme, Krupp's chairman, has vowed to resume his ambitious assault on the entire Thyssen group.

## Thais burn seized drugs



Thai drug authorities stage their annual public burning of the illegal drugs they have seized. In addition to the 1.113kg of marijuana and 120kg of opium to be torched, thousands of tablets of amphetamines and ecstasy will also be burned. Thailand hopes to divert attention from the recent, secret granting of bail to the trafficker Li Yun-chun, who was awaiting an extradition hearing to the US. Li jumped bail and fled the country.

## Kendo

The 10th world championship for kendo, one of Japan's leading traditional martial arts, takes place in Kyoto (to Mar 30). About 400 foreign and Japanese competitors will participate. The sport is a form of

fencing, utilising a long sword made of bamboo.

## Cricket

West Indies v India, 3rd Test (to Apr 1).

## FT Survey

Brighton and Hove.

## Public holidays

Argentina, Burma, Colombia, Costa Rica, Denmark, Ecuador, El Salvador, Guatemala, Honduras, Iceland, Mexico, Nicaragua, Norway, Paraguay, Peru, Philippines, Spain, Uruguay, Vatican City, Venezuela, Virgin Islands.

## FRIDAY 28

## Offers for Thomson-CSF

Bidders for Thomson-CSF, the French defence electronics giant, must deliver preliminary offers to the ministry of economy and finance by noon. The process is expected to pit Alcatel Alsthom, the telecoms and engineering group, against the Lagardere conglomerate. Alcatel has confirmed it will make a joint offer with an arm of Dassault, the aircraft maker. The deadline for firm bids is May 7.

## India/Pakistan talks

India and Pakistan, which have fought three wars since independence, embark on a series of meetings to improve relations. The Delhi talks between the countries' senior foreign office bureaucrats are the first in three frosty years. Relations have been dogged by the 50-year-old dispute over the Indian state of Jammu and Kashmir. The talks' occurrence alone is a positive step, following conciliatory signals - particularly since the election of Nawaz Sharif as Pakistan's prime minister.

## Crucifixions in Manila

Good Friday is a distinctly painful occasion in the Philippine archipelago. The more devout, or superstitious, of the country's Catholic population have themselves nailed up in a bloody re-enactment of the crucifixion. Others on the ground indulge in ritualistic self-flagellation to atone for their sins. The Philippines' Catholic church neither endorses nor forbids the tradition but it remains a huge favourite with the crowds of spectators, especially in San Fernando, Manila, Rizal and Jordan.

## FT Survey

Direct Selling of Financial Services (UK only).

## Public holidays

(Good Friday) Andorra, Angola, Argentina, Aruba, Australia, Bahamas, Barbados, Belize, Bermuda, Bolivia, Botswana, Brazil, British Virgin Islands, Cameroon, Cayman Islands, Chile, Colombia, Cook Islands, Costa Rica, Denmark, Dominica, Ecuador, El Salvador, Equatorial Guinea, Estonia, Fiji, Finland, French Guiana, French

West Indies, Gambia, Germany, Ghana, Gibraltar, Grenada, Guam, Guatemala, Guyana, Haiti, Honduras, Hong Kong, Iceland, Indonesia, Ireland, Jamaica, Kenya, Kiribati, Latvia, Lebanon, Lesotho, Liberia, Liechtenstein, Macao, Madagascar, Malawi, Malta, Mexico, Montserrat, Namibia, Nauru, Netherlands, Netherlands Antilles, New Zealand, Nicaragua, Niue, Norway, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Portugal, Puerto Rico, Seychelles, Sierra Leone, Singapore, Slovakia, Solomon Islands, South Africa, Spain, Sri Lanka, St Kitts-Nevis, St Lucia, St Pierre, St Vincent, Suriname, Swaziland, Switzerland, Tahiti, Tanzania, Tonga, Trinidad, Turks and Caicos Islands, Uganda, UK, US (many states), Uruguay, Vanuatu, Vatican City, Venezuela, Virgin Islands, Western Samoa, Zambia, Zimbabwe.

## SATURDAY 29

## Summer time in UK

Clocks go forward one hour at midnight, marking the start of British summer time.

## Soccer

Nine World Cup European qualifying matches, including Scotland v Estonia; Wales v Belgium; Northern Ireland v Portugal. International friendly: England v Mexico.

## Rowing



The world's most famous boat race between Oxford and Cambridge universities takes place on the river Thames between Putney and Mortlake, Cambridge, having won the last three, start as favourites.

## Public holidays

Botswana, Brazil, Chile, Fiji, France, Guatemala, Hong Kong, Panama, Papua New Guinea, Solomon Islands, Spain, Suriname, Taiwan, Vatican City, Western Samoa, Zambia, Zimbabwe.

## SUNDAY 30

## Japanese coal mine closes

Mitsui Coal Mining is to close the Miike mine in Fukuoka, Japan's oldest and largest coal mine, after 120 years. This will leave just two coal mines working in Japan - the Ikeshima mine in Nagasaki and the Kushiro mine on the island of Hokkaido. The Miike mine was forced to cut coal output following big imports of cheap coal and the shift to oil as an energy source.

## Motor racing

Brazilian grand prix, Interlagos.

Compiled by Simon Strong.  
Fax: (+44) (0)171 573 3194.

## Other economic news

Monday: The recovery in the French economy is unlikely to have made much impact on French unemployment during February. The market is forecasting a rate of 12.7 per cent, the same as December and January.

Tuesday: The continued strength in the US economy will be reflected by strong consumer confidence data. Both the Conference Board and University of Michigan indices are forecast to be near recent highs.

Wednesday: The UK's visible trade gap is expected to have narrowed from £845m in December to about £700m in January because of a lower deficit with non-EU countries. The trade deficit is expected to worsen later in the year.

Thursday: Production cuts at Toyota are one of the reasons behind the forecast for a 3.3 per cent month-on-month fall in Japanese industrial production during February, after a 5.6 per cent increase in January.

Friday: New home sales in the US are expected to have remained at a robust level of over 800,000 in March after 870,000 in February, a result of strong housing activity.

## Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	Japan	Jan coincident index	90%	90%		Japan	Feb BoJ corporate services prices		-0.1%
Mar 24	Japan	Jan leading differential index	44.4%	70%	Fri	Japan	Mar consumer price index, Tokyo	0.1%	0.1%
	UK	Q4 gross domestic product, final	0.8%	0.8%	Mar 28	Japan	Mar consumer price index, ex-perishables	0.1%	0.1%
	UK	Q4 gross domestic product, final	2.7%	2.7%		Japan	Feb consumer price index, nation	0.7%	0.6%
	UK	Q4 current account	-£175m	-£71m		Japan	Feb consumer price index, ex-perishables	0.4%	0.5%
Tues	Japan	Feb supermarket sales		0.8%		Japan	Feb unemployment rate	3.2%	3.3%
Mar 25	Japan	Feb department store sales		0.5%		Japan	Feb job offers/seekers ratio	0.77	0.76
	US	Feb existing home sales	4m	3.94m		Japan	Feb industrial production	-3.3%	5.6%
	US	Mar consumer confidence	118.3	118.4		Japan	Feb shipments		6.4%
	US	Redbook (Mar 22)		0.8%		France	Mar Insee industrial survey	8	6
	Japan	Mar trade balance (1st 10 days), not		¥367bn		France	Feb unemployment rate	12.7%	12.7%
	France	Feb consumer price index, final	1.6%	1.6%		France	Feb jobseekers	0.1%	0.6%
Wed	Italy	Jan quarterly unemployment	12.1%	12.2%	US	Q4 gross domestic product, final	4%	3.9%	
Mar 26	UK	Jan global visible trade	-£710m	-£845m	US	Q4 gross domestic product, deflator final	1.8%	1.8%	
	UK	Feb ex-EC visible trade	-£565m	-£388m	US	Q4 after tax corporate profit	2.2%	-1.4%	
	US	Feb durable orders	-0.5%	3.6%	US	Feb new homes sales	820,000	870,000	
Thurs	Japan	Feb retail sales	-1.8%	-0.6%	US	Mar Michigan sentiment, final	101.9	101.9	
Mar 27	US	Initial claims (Mar 22)	313,000	312,000	During the week...				
	US	State benefits (Mar 15)		2,328m	Germany	Jan trade balance		DM6.5bn	DM7.3bn
	US	Mar agriculture prices		-2.8%	Germany	Jan current account		-DM2.7bn	-DM3bn
	US	M1 (week ended Mar 17)	-\$0.5bn	-\$3bn	Italy	Feb balance of payments			£5,300bn
	US	M2 (week ended Mar 17)	\$4.5bn	\$4.4bn	Italy	Feb forex reserves			£114,000bn
	US	M3 (week ended Mar 17)	\$4bn	\$7.7bn	Italy	Jan trade balance (payments)			£3,800bn
	Japan	Mar wholesale price index (2nd 10 days)		-0.1%	Italy	Feb total bank lending			2.4%
	Japan	Feb BoJ Corp services prices		-0.7%	Month on month, Year on year, Quarter on quarter, (seasonal)				
					Statistics courtesy MMS International				

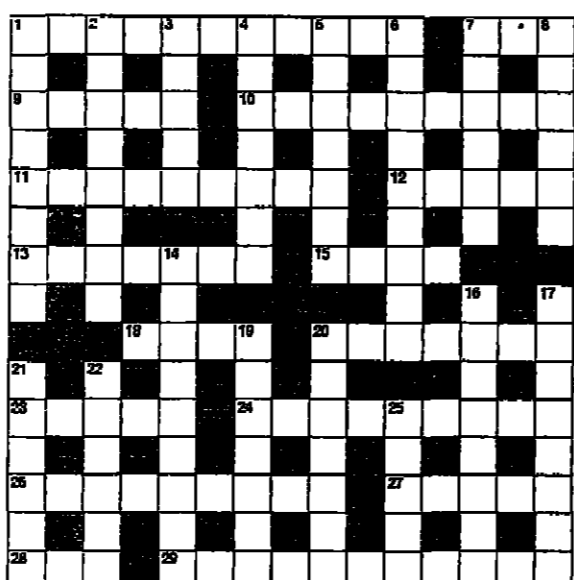
\*month on month, \*\*year on year, \*\*\*quarter on quarter, \*\*\*\*seasonal Statistics, courtesy MMS International.

## ACROSS

- Note of scale to strike nations dumb (11)
- Bundle of notes women notice (3)
- Name, formerly, for the present time (5)
- Well, quivering all over in appropriate style (9)
- If about to restore hearth (9)
- Theatre-in-the-round (5)
- Loss of power from cuts in energy, twice (7)
- Wrestling with amount of money, and nothing more? (4)
- Separate cream with piece of whisk implement (4)
- Set of things awaiting delivery? (7)
- Clubs not yielding to society (5)
- Number of events of which 21 is one (9)
- Pink in motor-race (9)
- Dish of cooked tripe (5)
- Spotted gnome (3)
- This native speaker needs money to ring and put through a call (11)

## DOWN

- Jumper not wanted on beach? (4-4)
- 7 across making stock stagger (8)
- Potter in advantageous position (3-2)
- Burning light can intensify (7)
- She plays with little resolution in new production of Cats (7)
- Gaunt, toothless what's-his-name (9)
- West Indian openers sadly gone for a duck (8)
- Poet in dull study (6)
- Fish with rod or spear-handle (9)
- Weapon suiting T.S. Eliot to a T? (8)
- Average life for the moment (8)
- Island of cake and wine (7)
- State returning broken icon with very few words (7)
- Endlessly talk about competition of 24 (6)
- Writer to ignore Polonius' advice? (6)
- Gratuity increased for such a seat? (3-2)



WINNERS 9,320: P. Conyers-Silverthorn, Broadstairs, Kent; C. Bruce, Dunblane, Perthshire; R. Danson, Luton; L. Vaughan, Ashton-under-Lyne, Lancashire.

## MONDAY PRIZE CROSSWORD

No.9,332 Set by DINMUTZ

Six bottles of Davys Celebration Champagne for the first correct solution opened and three runner-up prizes of \$40 Davys food and wine vouchers redeemable in person or by post. These prizes are available only to winners living in England, Scotland and Wales. Winners with overseas addresses will receive a set of silver-plated place name bases and cards. Solutions by Thursday April 3, marked Monday Crossword 9,332 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday April 7. Please allow 28 days for delivery of prizes.

Name.....  
Address.....

## Solution 9,320

MAKING ANIGHT OF IT  
TUNE TO A LARK  
ENTER GERMINATE  
MIND TO GUILTS  
PRESENT EXPORTS  
LUN I I E  
EXTRA ACADEMIES  
I I I I I I I I I  
RICHMONDERS EMBAL  
E A A A A  
JACINTHE IMPULSIV  
I I I I I I I I I  
GURRICULUM QUINIO  
T E O L N E A W  
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# Paris turns to Nanny for fresh air

Any day now Parisians could be in for a shock. All it will take is for a bit of an anticyclone to descend on the city, giving it a couple of nice days of sunshine and stillness for traffic fumes to build up, and - hey presto - at 5pm one afternoon the authorities will decree that half the city's cars will have to stay off the road the following day. Exactly which half will depend on the car's licence plate and the date: even-numbered cars can be used on even-numbered days, odd-numbered vehicles the rest of the time.

Government agreement to this contingency plan, under France's clean air act, has taken almost everyone by surprise, not least Corinne Lepage, the environment minister. Lepage, the only non-party member of the Juppé government, has lost a series of cabinet battles, most recently over the issue of restarting the Superphénix nuclear reactor on which she threatened to resign. Anxious

not to see the female minority in his government shrink further at a time when he is calling for electoral parity between the sexes, Juppé earlier this month gave Lepage the consolation of having her way on Paris.

The Lepage plan for Paris would be triggered if pollution reached "Level 2" and if weather forecasts showed a risk of it reaching "Level 3" the following day. The probability of it being triggered can be gauged from the fact that Paris has since 1994 hit "Level 2" 20 times and "Level 3" twice.

Such a plan is, of course, not new in Europe. Athens has had a similar scheme in force for several years. But Paris is not Athens; it has less sunshine to react with car fumes, far less industry clustered around, and has arguably the best metro in

## DATELINE

**Paris: an anti-pollution plan for the French capital awaits the first few days of sunshine and stillness, writes David Buchan**

the world as well as an extensive suburban railway. "I don't see why I should lose half my clientele," my local garage grumbled this week.

Yet Paris is beginning to choke a bit. Some 3m cars flow in and

out of the city every day, pervasively tempted in by the policy of Jacques Chirac, during his 17 years as mayor, of building a minimum of 5,000 new underground parking places every year. Cars now lurk underneath virtually all its squares and wider boulevards, including the Champs Elysées. Peugeot and Renault also make a higher share of diesel engines, which consume less fuel but spew out relatively more pollutants, than their competitors.

However, many Parisians have some kind of rural bolt-hole or country cousins to give them a breath of fresh air in the wide open spaces of the French countryside. The latter remains pretty impervious to the environmental movement, even though farmers in certain areas, like pig producers in Brittany, are now proving

to be serious polluters. In other areas, such as the south-west, the huntin', shootin', fishin' lobby has formed a quasi-political party (Chasse, Pêche, Nature et Tradition) to counter Green attempts to keep them from their animal prey.

A genuine environmental movement now exists in French cities, many of which have taken intelligent steps to provide unpolluting public transport. Lyons has its own underground metro, while Lille, Strasbourg, Grenoble have reintroduced trams, and Bordeaux - where Juppé is mayor - plans to follow. But there is a tendency, as elsewhere in French life, for people to leave it to the state or public authority to act.

Take the city of Paris and its enormous squad of green-painted trucks and green-clad men. To

avoid blocking narrow streets in the daytime, every night of the year, including Christmas Eve, the garbage trucks come round. Another set of men come round with water trucks and spray (even when it is raining) the pavements (and also your car, if you ask them nicely). A third set of specialists pass by on their "crotinettes" - motorcycles with a hoover on the front which sucks up dog turds into a tank on the back. A fourth group, sweepers with green brooms, takes care of the rest.

But as a result of this superb civic service, paid out of high taxes, many Parisians have a rather Latin insouciance about the air, and their dogs, but in the streets.

Private environmental standards are often lower, partly out of the French tendency to open

their purses less to each other than to their money-gobbling state or city. I have, for instance, had a long, and fruitless, guerrilla war with my landlord about our apartment block's coal furnace that gives off sulphur fumes that remind me of the UK 40 years ago.

Local government, too, is still often the "Nanny-state" writ small. Running alongside a small park outside our apartment is a big old wall, which last year had a dramatic face-lift dictated by "Nanny", in this case the elegant, well-coiffed mayor of the 7th arrondissement.

"Nanny" called a local meeting to explain her plan. My wife and I went along. It was lively session, with plenty of opponents, like ourselves, of the change, but made completely moot by the fact that it eventually transpired the wall painting contract had already been signed. In the end, we were wrong. The wall mural of pastel tree outlines is superb. Nanny did know best.

## The Monday Profile: Gerhard Randa, Bank Austria

### Biker turned banker

When Gerhard Randa, chief executive of Bank Austria, looks into his mirror what does he see? Is it a leather-clad, trail-blasting Harley-Davidson biker who couldn't care less about upsetting the locals as he races from one big deal to the next? Or does he see a pillar of the Austrian establishment who is leading the fight to modernise Austria's economy?

Despite his fondness for large motorbikes and jazz, Randa, 52, appears at first sight more cut out to be a member of Austria's tight-knit business and political establishment than a business tearaway. He heads Austria's biggest bank which has just taken over Creditanstalt, the country's second biggest bank. He is chairman of the Vienna stock exchange, sits on the boards of several of Austria's biggest companies, and, as a member of Austria's ruling social democratic party, has no difficulty getting the ear of Austria's leaders.

Randa's Bank Austria, even after the Creditanstalt acquisition, may be only a blip on the European banking scene, but in Austria Randa is without doubt the country's most important banker, and probably its most powerful businessman.

Helmut Hackl, Randa's long-time spokesman, despairs at the popular portrait of his boss as "Rambo Randa", who got to the top of Austrian banking by trampling on the opposition in one swift deal after another. According to Hackl, his leader is a "very friendly and warm person" who is nowhere near as tough as his enemies portray. True, he once took off on a motorbike holiday across the US West, but as far as Hackl knows, Randa no longer owns his own chopper.

Nevertheless, Randa is a bit of a maverick - and a lucky one. He spent the first 30 years of his career with the Zentralsparkasse, a savings bank set up by the City of Vienna, which still lies at the heart of Bank Austria. Nine years ago he was made deputy



chairman of Creditanstalt, then the country's biggest bank, and stood a good chance of eventually taking over as chairman.

However, Randa has always been a man in a hurry and in 1990 he was offered the top job at Österreichische Länderbank, the country's fourth biggest bank. Within a year he had organised the 1991 merger with his old bank, Zentralsparkasse, creating Bank Austria.

Randa was given the job of deputy chief executive and sorting out a merger which he now admits involved "some very bloody years". Bank Austria had to cut its dividend and, although

the merger is now seen as a success, it has not been reflected in return on equity. Bank Austria's shares are still lower than at the time of the merger.

By 1994, Randa was on the warpath again, helping to organise a bid for Girocredit, Austria's third biggest bank, with the help of AVZ, a City of Vienna foundation which is Bank Austria's biggest shareholder. However, Bank Austria got into a fight with First Austrian, Austria's oldest savings bank, and failed to win complete control. It was left with a large minority shareholder and an independent Girocredit management which rebuffed Randa's

efforts to rationalise.

As Randa has been Bank Austria's chief executive for less than two years, it was assumed that he was far too busy to contemplate yet another massive merger. Hence, the swiftness of Bank Austria's acquisition of Creditanstalt, Austria's proudest banking symbol, has caused both surprise and unease.

Is it the final act of a power hungry banker? Or one of the shrewdest deals in recent European banking history? Everyone agrees that Austria has too many banks and profits will only recover from a reduction of banking capacity. Robert Law, of Lehman Brothers in London, thinks Bank Austria stands a better chance than most of reaping financial benefit from the acquisition. He is impressed by Randa's promise to double earnings per share over the next five years. Nor is he overly worried by Bank Austria's commitment to maintain Creditanstalt as a separate entity for at least five years and agreement to no compulsory redundancies.

While everyone accepts that Randa is a shrewd deal-maker, there is less agreement about his managerial skills. There has been a high turnover in the Bank Austria boardroom and when a couple of board members were forced to resign last year after a botched attempt to stop a competitor offering above-market yields to competitors, they were promptly re-employed within the group.

It was hardly a reassuring sign that Bank Austria has the management in depth to rise to the challenge of turning an unfriendly takeover into a friendly merger. Randa's most important job during the next few months will be to convince the international investment community, which is going to have to digest a lot of Bank Austria paper, that Austria's biggest bank is not just a one-man show. It could turn out to be one of his toughest challenges.

William Hall

## FT GUIDE TO:

### THE STATE OF GERMANY

Angry workers protest against a possible hostile takeover of steel giant Thyssen. Coal miners blockade Bonn and win extra government subsidies. And there is a possibility of not satisfying the Maastricht criteria for membership of Europe's planned single currency bloc. Is Germany falling apart?

The economy is no longer a wonder. Germany is undergoing a painful restructuring, forced by international competition. Unemployment has reached 4.67m. And many features of the German model are being challenged - generous social provision, joint decision-making between workers and management, and refusal to allow shareholders' interests to dominate.

Pressure is becoming more acute because of the possible difficulty in meeting the Maastricht criteria for the public deficit and debt - two of the criteria which will determine membership of the EU's single-currency bloc.

In the past weeks this pressure has been vented in protests. And the government, with no desire to fuel conflict, has buckled. But Germany remains a powerful European economic motor. Its GDP last year was twice that of the UK. GDP per capita is on a par with the US. And modest economic growth of 2.2% per cent is expected this year - hardly the sign of economic failure.

Will there be riots on the street?

Don't be misled by John le Carré's *A Small Town in Germany*. Protests may be ill-tempered but at the end of the day, everyone goes home to bed: miners in Bonn even cleared up their rubbish afterwards. The debate is about middle-class standards, job security and welfare provision. There is no disaffected youth movement: unemployment among the young is less than half the EU average, thanks to Germany's still-strong training system.

But something has gone wrong. Has Chancellor Helmut Kohl lost his grip?

Perhaps. Certainly Kohl has a lot on his plate. In addition to domestic economic difficulties, the chancellor has linked his political future to the success of the new euro currency. He believes further European integration is vital to ensure peace across the continent. But if Germany itself cannot meet the criteria for adoption of the single currency, the project may have to be delayed. Meanwhile, the importance to Germany of the possible eastward expansion of Nato should not be underestimated. Less than seven years ago, Germany was two countries; 50 years ago it was in ruins. A new defence pact (or otherwise) will determine its place in the post-cold war era.

What is Kohl doing about it all?

Not a lot. A charitable explanation is that the chancellor plays a long game - less kind, that he is fiddling. The coal dispute was resolved by reducing massive subsidies at a slower rate than

previously agreed. But the Bonn coalition faces stalemate in talks with the opposition Social Democratic Party (SPD) about tax cuts intended to boost the economy. Reform of Germany's expensive pay-as-you-go pension scheme is some way off. Other decisions, such as that on the Eurofighter aircraft, are delayed. On unemployment, Kohl has set the goal of halving the total by 2000, but says everyone has to take responsibility.

So traditional German consensus-seeking politics are alive and well?

Yes, but - again being charitable - that is because of circumstances. The SPD controls the Bundestag, the second chamber of parliament, where many important decisions have to be approved. And consensus is embedded in the German mentality. Opinion poll support for the Free Democratic Party - the nearest Germany gets to US/UK-style free market economics - runs at only 5 per cent.

But politicians are being overtaken by events. Take last week's hostile takeover bid by Krupp, the steel and engineering group, for Thyssen. Steel faces stiff foreign competition; arguments for consolidation are overwhelming. And after many years of trying, Krupp saw no chance of a friendly approach succeeding. Its hostile approach, backed by some of the biggest names in German banking, forced negotiations about a joint steel venture which conclude on Thursday.

If there is so much fuss about one takeover bid in the steel sector, what chance is there of Germany's broader problems being solved? Cue much German angst. Perhaps European monetary union will be postponed this summer and industrial strife intensify. But Kohl has been written off before, only to make a comeback. There is nothing like a crisis to concentrate minds. There remains much fat in public spending which could yet be trimmed to ensure the Maastricht criteria are met. And a weaker currency during the past year should stimulate the economy. Nevertheless, Kohl has not yet said whether he will contest federal elections due late next year. Maybe he is leaving open the option of stepping down after the EU summit in Amsterdam in June.

What of Germany in the 21st century?

Necessary restructuring is clearly being avoided. A long-term decline relative to other countries could be underway. But economists will argue for decades about when the turning point was, and how long-term the decline.

Should I bet on Germany not joining the single currency bloc as planned in January 1999? Perhaps worth a speculative punt, but don't stake Grandma.

Ralph Atkins

## Robert Chote . Economics Notebook

### Euro may unseat the dollar

The sheer size of Europe's economy will bolster its putative currency



The US dollar has been the world's top currency for more than 60 years, having supplanted sterling as lynchpin of the international monetary system between the wars. Europe's putative single currency poses the first serious threat to its hegemony.

The euro's status as an international currency will depend on the willingness of public and private sectors around the world to use it as a store of value, medium of exchange and unit of account. That in turn will depend on several factors, of which the size and strength of its domestic economy will be among the most important.

In this respect, the euro clearly poses a threat to the dollar. Europe's economy is bigger than America's, with output of goods and services in 1996 totalling \$8.4tr in the EU compared with \$7.5tr in the US. At \$1.9tr Europe's external trade (exports plus imports) also outstripped the US total of \$1.7tr. Even a modest monetary union comprising only Germany, France, Austria and the Benelux nations would create an economy two-thirds the size of the US and carrying out more global trade.

As well as drawing attention to Europe's size advantage, Fred Bergsten, director of the Institute for International Economics, argued at an IMF symposium last week that "the structural features of united Europe are likely to produce a euro that will ultimately challenge the dollar as the world's key currency". Bergsten noted that Europe had run modest current account

surpluses in recent years, while the US had built up a \$1tr external debt following 15 successive years of current account deficits. He also predicted that the independent European central bank was likely to deliver the economic stability which financial markets crave. Both factors should make the euro attractive.

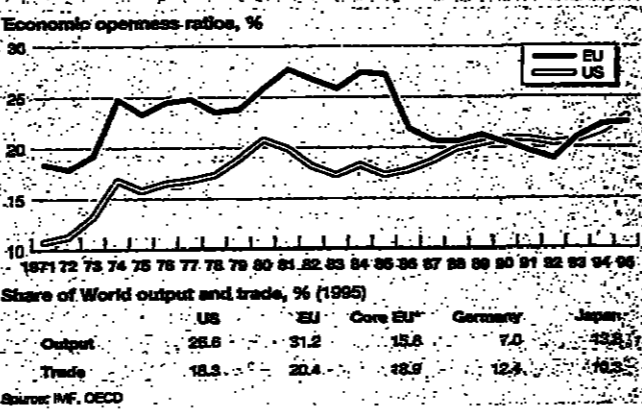
In the dollar's favour remain the breadth, depth and liquidity of US capital markets. The dollar will also benefit from incumbency and inertia, which allowed sterling to maintain its international role long after Britain's economy had suffered relative decline.

Bergsten saw no clear winner in the short term: "A bipolar currency regime, with Japan as an important, but less significant, player, will replace the dollar-dominated system that has prevailed for over half a century". That prospect raises an important question: will the euro perform strongly or weakly on the foreign exchanges relative to its main international rivals?

In the short term, this will depend in part on the degree to which private sector investors and central banks opt to switch assets denominated in other currencies into euros. Bergsten estimates that this portfolio shift, largely out of dollars and \$1tr, with private reallocations accounting for by far the larger share.

By way of comparison, Japanese investors shifted \$330bn from domestic into foreign assets between 1980 and 1985, during which time the dollar rose 25 per cent against the yen and 75 per

#### The Euro-area: America's potential rival



Source: IMF, OECD

cent against all G10 currencies. An increased demand for assets denominated in euros will certainly put upward pressure on its exchange rate, but by how much is not clear. Michael Mussa, chief economist at the IMF, told the symposium that shifts in interest-bearing assets were more likely to reduce the euro interest rate rather than push up its exchange rate. And William White, of the Bank for International Settlements, argued that the increased desire for euro-denominated assets would be met by a greater supply of more institutions chose to borrow in euros. The net effect on the exchange rate would therefore be ambiguous.

The euro-area, like the US, will be a relatively closed economy with external trade accounting for a much smaller proportion of national output than it does for most individual European econo-

mies. Nonetheless changes in the euro exchange rate will still have important economic effects.

Professor George Algooskouf, of the Athens School of Economics, told the symposium that portfolio shifts might well push the euro higher against the dollar, overshooting the level justified by economic fundamentals. Initially this would improve the EU's current account position (by making imports cheaper) and push up real interest rates. But the euro would then weaken as the trade position worsened and real interest rates fell.

In the longer term, the euro's performance on the foreign exchanges will depend in large part on the interest rate policy pursued by the European central bank and the budgetary policies pursued by the governments within the euro-zone.

Paul Masson, of the IMF, predicted that monetary union

would eventually help stabilise key economic variables within the euro-area, but he added that the European central bank would at first have great difficulty using these indicators as a guide to policy. The ECB will need practice before it can interpret euro-area statistics and judge how the economy will respond to policy changes.

Masson concluded that the central bank's proposed inflation and money supply targets might therefore be difficult to apply. "A more discretionary policy, in which the exchange value of the euro, among other indicators, is given a certain amount of attention, may instead emerge," he said. Paul Jenkins, of the Bank of Canada, predicted that a 5-6 per cent change in the euro's exchange rate would have the same impact on a small single currency area as a one point change in interest rates.

But many economists dispute the usefulness of such rules. Several participants in the symposium also warned that the euro would be more volatile relative to the dollar than existing European currencies. That would make exchange rate movements even more difficult to interpret.

The ECB will begin its life making policy in the dark. With no track record and everything to prove, the greatest danger is that it will err too much on the side of caution and keep interest rates too high. If governments respond by relaxing budgetary policy, then the euro may indeed begin its life as a strong currency - but to the detriment of the health of Europe's economy.

Prices for electricity delivered to the consumer of the electricity trading and settlement system in England and Wales, 1996/97

Forward Price for Electricity to be Delivered on 23/03/97

10 MW contract	10 MW contract	10 MW contract	10 MW contract	10 MW contract
10 MW contract	10 MW contract	10 MW contract	10 MW contract	10 MW contract
0000	11.05	11.06	11.06	11.06
0100	11.05	11.06	11.06	11.06
0200	11.05	11.06	11.06	11.06
0300	11.05	11.06	11.06	11.06
0400	11.05	11.06	11.06	11.06
0500	11.05	11.06	11.06	11.06
0600	11.05	11.06	11.06	11.06
0700	11.05	11.06	11.06	11.06
0800	11.05	11.06	11.06	11.06
0900	11.05	11.06	11.06	11.06
1000	11.05	11.06	11.06	11.06
1100	11.05	11.06	11.06	11.06
1200	11.05	11.06	11.06	11.06
1300	11.05	11.06	11.06	11.06
1400	11.05	11.06	11.06	11.06
1500	11.05	11.06	11.06	11.06
1600	11.05	11.06	11.06	11.06
1700	11.05	11.06	11.06	11.06
1800	11.05	11.06	11.06	11.06
1900	11.05	11.06	11.06	11.06
2000	11.05	11.06	11.06	11.06
2100	11.05	11.06	11.06	11.06
2200	11.05	11.06	11.06	11.06
2300	11.05	11.06	11.06	11.06
2400	11.05	11.06	11.06	11.06

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0600	11.05	11.06	11.06	11.06
0700	11.05	11.06	11.06	11.06
0800	11.05	11.06	11.06	11.06
0900	11.05	11.06	11.06	11.06
1000	11.05	11.06	11.06	11.06
1100	11.05	11.06	11.06	11.06
1200	11.05	11.06	11.06	11.06
1300	11.05	11.06	11.06	11.06
1400	11.05	11.06	11.06	11.06
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1700	11.05	11.06	11.06	11.06
1800	11.05	11.06	11.06	11.06
1900	11.05	11.06	11.06	11.06
2000	11.05	11.06	11.06	11.06
2100	11.05	11.06	11.06	11.06
2200	11.05	11.06	11.06	11.06
2300	11.05	11.06	11.06	11.06
2400	11.05	11.06	11.06	11.06

Winston Fletcher • Commentary

## Clients and agencies: long-lasting affairs

The recently published 1996 UK advertising agency league table, in which the two-year-old M&C Saatchi agency leapt into the No 8 spot, with billings of £175m, was held by observers to be further proof that the advertising game is highly volatile, and that clients shift from agency to agency at the drop of a story-board. Codswoollop.

Compared to many others, the advertising agency business is almost boringly stable. J. Walter Thompson has been in existence – and one of the business's leaders – for well over a century: far longer than most of its clients. During its long life it has naturally passed through several generations of management, different in every country in which it operates, and through several forms of ownership. The same is true of more than half the other top 20 British agencies, a dozen of which are members of agency groups more than half a century old.

Nor are clients nearly as fickle as many believe. On average, clients stay with their agencies for seven years. Experienced advertisers tend to stay much longer. During the Maurice Saatchi shindig, nobody mentioned that Procter and Gamble was with Saatchi and Saatchi long before Maurice and his art-loving brother Charles were even twinkles in Margaret Thatcher's eye. The P&G account was with Compton, which the Saatchi brothers bought in 1982, and it hasn't moved yet.

Indeed, far from reflecting volatility, the Maurice Saatchi saga could just as easily be adduced as proof of the agency game's almost rocklike stability. After all, Maurice and Charles Saatchi were not just employees. They were the founders of the original agency. When they quit, in high dudgeon, they took with them more than 30 staff, including the agency chairman and deputy chairman, the creative directors, the joint managing directors, and just about all the other senior management.

That is a massive blood-letting in a personal service busi-

ness. Yet fewer than half-a-dozen accounts followed them, representing about 6 per cent of their ex-agency's billings. Some of those accounts are big, and Maurice's new agency is undeniably doing well. But his former agency remains one of the biggest in the UK.

Why, even in times of turbulence, do clients like P&G stay loyal to their agencies? J. Walter Thompson has held on to several of its biggest UK clients, including Rowntree and Unilever, for well over six decades. Though they constantly experiment with marketing suppliers – sales promotion companies, direct marketing agencies, market research companies and the rest – clients have long-lasting relationships with their advertising agencies.

**W**hat differentiates agencies from the others in this matter of client promiscuity? Manifestly, clients are not loyal to their agencies out of indolence or inertia. (P&G indolent? Inert?) They are loyal because they believe it to be to their advantage to stay with their ad agencies. Changing agencies is time consuming, wasteful and risky. Clients are rightly wary about switching important contracts around.

And advertising – despite the endless debate about the growth of new media – is still where the big money is. Last year over £11bn was spent in Britain above the line, accounting for around 75 per cent of all marketing communications expenditure. Size matters. It is one thing to risk £10,000, or even £100,000, on an untried supplier. It is quite another to risk £1m or more.

Not everyone has always known that. Almost 80 years ago, two smartypants entrepreneurs, John Bloom and Cyril Lord, decided that long-lasting agency relationships were rubbish. So neither appointed agencies, although both were spending small fortunes on advertising. John was in washing machines, Cyril in carpets. Determined to break every

model they could lay their paws on they both (independently) instituted regular monthly tournaments in which any agency that fancied its chances could enter campaign ideas.

Bloom and Lord would then peruse all the campaigns submitted and pick those that appealed. Agencies which struck lucky made a fast buck that month; the others lost their bets. Then Bloom and Lord both went bust, taking several of the agencies that had played their Russian roulette game with them.

Since the 1960s no other advertiser has attempted, as far as I know, to emulate the Bloom/Lord system, although some of the partwork publishers have come close. A tiny number of flaky, fly-by-night clients switch agencies whenever they get bored, which is all too often. They are well known in the advertising village, and only desperate agencies accept their business.

Wise advertisers know that communicating their brands' benefits in above-the-line advertising is difficult, and mistakes may cost them dear – far more in lost sales and profitability than the cost of the advertising alone. A lousy (or inappropriate) campaign can do immense long-term damage to a brand. It's happened. For a new agency to get under the skin of a brand, to really understand its personality, takes quite a while. And for a client and agency to learn to work together efficiently and productively can take quite a while, too.

Long-lasting relationships, however, inevitably breed complacency. Agencies, like spouses, all too easily start to take their other halves for granted. People who have been working together for too long and have grown too close can become casual and sloppy. At that point the client must read the agency the riot act. It is far better for a client to kick the agency into pulling up its socks than to give it the boot. If the agency still fails to respond – well, nothing, but nothing, is for ever.



Schindler's List and Coronation Street have been sponsored by Ford and Cadbury respectively

## UK sponsors look to US

British TV may soon resemble that of America, says Alison Smith

**B**ritish television viewers should now be able to watch a home improvement programme sponsored by a DIY chain, but should not – on terrestrial channels – be able to watch a programme on fishing sponsored by a specialist magazine.

This judgment by the Independent Television Commission, a broadcasting watchdog, comes in its revised rules for TV sponsorship which should be published in the next few days.

Its refusal to allow "mashead programming" on ITV and Channel 4 comes in the face of strong pressure from potential sponsors. The watchdog says that since about three-quarters of UK households receive only the terrestrial channels and that the channels are likely to feature only one specialist programme in any subject, relaxing the rules would come too close to giving a particular magazine a virtual monopoly of TV coverage in its specialty.

Overall, however, the revised rules give potential sponsors more flexibility, and are likely to contribute to the growth of TV sponsorship that has occurred in recent months.

Last September, for example, saw the start of the largest sponsorship to date, as Cadbury began a relationship with *Coronation Street*, that doyenne of UK soap operas, introducing chocolate characters – including a postman – at the start and end of

each episode. Cadbury was attracted to the idea because it felt that it held broadly the same place in the UK's affections as the programme. "The best sponsorships are those where there is an equivalence of stature between the two partners," says Richard Frost, Cadbury's head of public relations. "If, for example, Michael Jackson were to be sponsored by Fisherman's Friend, then it probably wouldn't work."

The deal is likely to cost Cadbury nearly £10m for a year, taking account both of on-air fees and supporting promotional activity, but it already appears to have benefited the company. An analysis by Jeanine Cannon of Millward Brown International and Ivor Millman, chairman of the ITV sponsorship committee, which was presented to a Market Research Society conference last week, found that not only the chocolate but the company was regarded more positively by people aware of the sponsorship, than by those who were not. They gave Cadbury higher ratings for being up-to-date and a supporter of local community.

But there are limitations. Although sponsorship airtime is generally slightly cheaper than spot advertising, it does involve spending large amounts while being able to say less about the product.

And it cannot replace spot advertising entirely. "Unless you continue to run other advertis-

ing, you are reaching only a certain number of people," points out Ian Lewis, broadcast director at Zenith Media, the UK's largest media buying agency. "There are some people who will never watch *Coronation Street*."

Moreover, some programmes yield few additional marketing opportunities. For example, it is hard to imagine that Doritos, the snack brand that sponsors films on ITV, will be able to round up the cast of the season's blockbusters to take part in promotional activities.

**E**ven so, there seems a consensus that in time UK television sponsorship will grow and become more like sponsorship in the US, the home of the phrase "This programme is brought to you by..."

If potential UK sponsors are looking across the Atlantic, they will find vivid recent examples of the risks sponsors run. Last spring, Taco Bell, the Mexican food company, was one of three title sponsors for the *Dana Carvey Show*, a prime time comedy. It won a sizeable audience, but was too controversial for the company, which withdrew after the first episode.

Taco Bell says bravely that this has not put it off sponsoring comedy in the future, because this represents one way of reflecting the values of "fun and energy" which the company embodies. "You have to be bold to break

through," it says. A risk paid off, however, for Ford, the motor company, which last month sponsored a network showing of Steven Spielberg's film *Schindler's List*. Ford did not run advertisements in the film, but simply had a small logo on screen during an intermission.

Some potential sponsors had decided that the subject of the Holocaust and the violence and nudity in the film made sponsorship too difficult.

Jim Schroer, executive director of worldwide marketing at Ford, says the opportunity was too good to miss. "Sponsorship of this special and unique experience was a big step in telling our customers and our own people that the company has the right values," he says.

He agrees that some people did respond negatively, but says they were far outweighed by the positive reaction. "You have to take an appropriate risk."

In an environment where the onscreen clutter makes it increasingly hard to distinguish programme from promotion, the *Schindler's List* sponsorship also provided a way for Ford to set itself apart from other advertisers.

As the UK moves, albeit gradually, towards a more relaxed regime for TV sponsorship, British advertisers, too, will have to seek new ways to stand out from their competitors. A chocolate postman may then no longer be enough.

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#### MAY 14 & 15 FT Zambia Investment Opportunities Conference

Speakers confirmed at this event, in association with the Zambia Privatization Agency include: The Hon. Frederick T. Chiluba, President of the Republic of Zambia; The Hon. Ronald D. S. Pema, MP, Minister of Finance and Economic Development; The Hon. Rolif Linder, Former Minister of Economy and Finance; Chile. Enquiries: FT Conferences Tel: +44 (0) 171 896 2639 Fax: +44 (0) 171 896 2692/2697 LUSAKA

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Speakers from the Government of Lithuania, Securities Depository, Nomura, William de Broc, Societe Generale etc. Agenda covers Lithuanian economy development, prospects, privatization, capital market legislation, infrastructure and protection of foreign investments. Contact: Arminia Lauzadyte Tel: (3702) 723871 Tel: (3702) 724884 E-mail: arminia@nvs.vnpb.lt Vilnius, Lithuania

#### MAY 15-16 City of Moscow 850th Anniversary Conference -

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One day seminar. Jointly organized and chaired by the IBFD International Tax Academy and Coopers & Lybrand. Special guest speaker is Mr Yves Meersch, (Chairman, Ministry of Finance, Luxembourg). Contact: Martin van der Weg, IBFD International Tax Academy, Amsterdam, The Netherlands Tel: +31-20-626-7726 Fax: +31-20-620-9397 LUXEMBOURG

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#### JUNE 16 & 17 FT World Gold

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## Lachlan advances in 'battle' of succession

But power at News Corp may one day be distributed among the three young Murdochs, says Raymond Snoddy

When the News Corporation summoned about 250 international investment analysts to a day of presentations on the future of the company last month, Rupert Murdoch, chairman and chief executive, dominated the show.

During the meticulously scripted production in the Twentieth Century Fox studios in Los Angeles, Rupert Murdoch insisted that he thought of News Corp as "tiny" relative to the opportunities in the worldwide market for media and telecommunications, and denounced reports that newspapers are in decline as "just plain wrong".

But there were two other Murdochs on parade that day - Elisabeth Murdoch, who reported on the affairs of British Sky Broadcasting as its director of programming and more centrally Lachlan Murdoch, managing director of News, which brings together all News Corp's Australian interests.

Lachlan, who is 25, and the Murdoch considered by the outside world most likely to take over his father's mantle, had two presentations to make - one on News Corp's newspaper interests

in Australia and the other on Foxtel, the company's pay television company.

In an echo of a familiar Murdoch theme, Lachlan argued that one of the things that had influenced the launch of pay television in Australia had been "a high level of misguiding government intervention". But in an up-beat conclusion, the managing director of News Australia explained that whatever happened to the subscription television market there, "Foxtel is uniquely positioned through its significant roll-out commitments, its superb content, and its clear brand leadership, to be in the driving seat of the Australian pay-television industry".

The 67-year-old Rupert Murdoch says that, when the day comes for him to give up day-to-day control of News Corp, he believes the three young Murdochs - James, the youngest, who is in charge of the embryonic music and electronic information interests, Elisabeth and Lachlan - are close enough to sort out issues of control without rancour. But there is little doubt that Lachlan has been given the most intensive managerial

training in News Corp.

"Every time you get comfortable and you think 'Gee, I can get my head around this, I'm doing well', I'm on to the next thing," says Lachlan, a thoughtful, neat and precise young man who chose to study philosophy at Princeton for four years before embarking on his career, which has been entirely within News Corp.

Significantly, Lachlan Murdoch has followed closely the apprenticeship of his father in printing, newspapers and journalism.

Lachlan began summer work as a printing apprentice in a Murdoch press room in Sydney while still at school. Then there was a summer spent as a sub-editor on The Sun in London. There were also stints at The Times, with the Burda newspaper group in Germany and - while at university - a day a week at a commercial pre-press operation in Pennsylvania.

Lachlan says there was never pressure to go into the family business. "I think we all knew my dad would like us to go into the business. What there was, was a very

clear understanding about the work ethic - that whatever we did in life, he would expect us to do it to the best of our abilities and to be very serious about our work," he says.

There was a time when Lachlan, who was very keen on rock climbing at university, considered taking a year out to concentrate on his sport. There was also a moment of decision, of choice, one evening when he opted not to. Lachlan thought of his grandfather Sir Keith Murdoch, his father Rupert - "people who have accepted responsibility within the community" - and then he decided to do the same. It meant two weeks holiday after graduation before, at the age of 22, becoming general manager of the Courier-Mail group of newspapers in Queensland.

In 11 months he had to learn to manage, hold meetings and get people to do what he wanted them to, even though there was inevitably an element of suspicion about the arrival of an inexperienced owner's son in a position of authority.

Lachlan Murdoch is polite, thoughtful and quietly spoken - but very, very deter-



Lachlan Murdoch: driving the family business forward

mined. He was publisher of The Australian for nine months before becoming deputy chief executive of News Australia and then managing director under chairman and chief executive News Corp veteran Ken Cowley. Apart from setting up the Super League and negotiating television deals with James Packer, son of Sir Kerry, AS1bn (\$400m) has been invested in four new printing plants. "Now I am totally responsible for the whole business," says Lachlan. He tries to get away one day a week in "a little sailboat" just as his father did.

What the next job will be should give the clearest evidence on how the succession "battle" is likely to turn out. But that may be too simple a way of looking at the issue and power could be more widely shared. Lachlan Murdoch emphasises that all the Murdochs, his brother and his sister, his dad and his mother Anna, all share one trait - "a certain extremism". This involves a total commitment "which keeps us focused" on driving the family business forward. "When you look at a map of the world, it's exciting when you look at all the opportunities," he says. It could be Rupert Murdoch speaking.

## Philippines thrill to Jaguar's roar

Asia-Pacific sales are taking off, says Justin Marozzi

It is less than a month since Jaguar entered the Philippine market, but there is already a very happy man in the new showroom in Makati, Manila's central business district.

In its first week, after heavy local press coverage, Jaguar Philippines sold 12 cars, taking it from nowhere into third place behind Australia and Thailand in numbers of Jaguars sold in the Asia-Pacific region. The secret, says the chairman and president, Wellington Soong, a self-confessed anglophile and Jaguar obsessive, was a shrewd assessment of which way the market was headed.

"I am basically a marketing person and I think I have read the pulse of the market's preference pretty well," he says. "First of all it is looking for a new brand. With all respect to BMW and Mercedes, they are now taken for granted here and the narrow band of the elite is less interested in them. Finally, the economy is very robust and there is now so much wealth in the economy that new fortunes are being made all the time."

One could argue that a Filipino needs a fortune to buy a Jaguar. Punitive high import charges add about 120 per cent to the cars' showroom cost. Prices start at 8.85m pesos (\$146,000) for the XJ6, ranging to a princely 6.8m pesos (\$220,000) for the new XES.

Next to push-car prices in neighbouring countries, however, those in the Philippines are not excessive. According to Steve Watts, Jaguar's Singapore-based regional manager, Singapore imposes a 175 per cent levy on luxury cars, Thai-

land 258 per cent and Indonesia as much as 300 per cent.

Watts points to Jaguar's association with the US in Filipino minds as an important factor. The west coast of the US, where Jaguar is well known, is home to the largest number of Filipinos outside the archipelago.

A chief selling point locally is its new state-of-the-art service centre. Jaguar has also set up a database of the 100 or so existing Jaguar owners who need someone to go to for maintenance, repair and restoration work. "I think the important thing is to tell the market that we are here to stay," says Soong.

Jaguar hopes to cater to the rapidly growing number of extremely wealthy executives based in Manila. And, like many Asians, successful Filipinos like to show their money. A Jaguar, says Soong, offers the unusual combination of status symbol and understatement in one product. "If I'm driving a Jaguar into a hotel forecourt, the doorman will always give me a 'Wow, boss!' You don't get that reaction in a Mercedes anymore."

In the 1970s Jaguar tried to make inroads into the Philippines but saw its efforts frustrated by high import duties, poor economic conditions, weak marketing and after-sales service, and lack of spare parts. And it was an all-time company before Ford came to its rescue.

## A case for Science of Sport

A delicate balancing act between science and commerce is underway at the Science Museum in London, which this week launches one of its largest temporary exhibitions to date - Science of Sport - in collaboration with eight commercial partners.

The show is designed to appeal to the widest audience, to extend the museum's appeal beyond its traditional middle-class customer base.

The Science Museum was one of the first big London museums to introduce an entry charge, in 1988. It has since expanded its marketing department to develop

revenue-earning activities that include retailing, merchandising, licensing and corporate hospitality.

Sponsorship - once little more than corporate patronage - is now run in an overtly commercial manner. Meanwhile, the museum has updated and expanded its permanent exhibits, placing increased emphasis on interactivity and on visitor participation.

Temporary exhibitions now have an important role to play in generating secondary revenue, and by

broadening the appeal of the museum, says Hugh Rodrick, its head of marketing and communications.

"Our first toe in the water was the Star Trek exhibition last year," he says. That attracted 240,000 visitors in just five months. Science of Sport, which will run for 18 months, is expected to attract about 1.5m.

"Science of Sport will have very strong science content, but will also significantly broaden the museum's appeal," says Rodrick. "We still attract a

heavy preponderance of middle-class families. Where we're less successful is teenagers and lower income groups who are not as naturally motivated to visit 'great institutions'. Our priority is to appeal to these people as well."

Teaming up with an impressive collection of household brand names - ranging from Adidas, Bausch & Lomb, Foot Locker and Seiko to the National Basketball Association and Lawn Tennis Association - was not so much a

matter of commercial expediency as an opportunity to improve the content of the event and promote it more widely, says the museum's head of business development, Mark Sullivan.

Shredded Wheat, for example, is participating in the Food for Sport section. It will also run promotions to promote the event. Adidas is providing materials for exhibits from its museum in Germany. Adidas-sponsored sports personalities will also be featured.

Mitsubishi is using the

exhibition as a platform for its mobile telephones. "As a technology-based company, our maxim is 'technology for life'," says Mitsubishi's Peter Elliott. "We're not so much looking for a ringing endorsement of our product as an association which gives us credibility."

The museum will continue to hone a consumer-focused, market-led approach. Success, however, will also depend on careful brand stewardship, it says. Only in this way will it meet the expectations of its own management as well as customers and sponsors.

Meg Carter

Tim Jackson

## WebTV waits for green light

What a difference \$300 million makes. In Europe, people still talk about the "superhighway", a mythical broad-band network of the future connecting households to a range of video, music and home shopping services. Judging by their commercial trials, many European cable and phone companies hope to control the commercial and technical interface of the superhighway.

In the US, by contrast, the debate has moved on. Most American business people recognise that the Internet's momentum is unstoppable. So much creativity and capital has already been poured into the development of Net content, software and hardware that any future broad-band network will have to complement the Net, not compete with it.

But there are still entrepreneurs betting that the Net will gain mass acceptance only when "liberated" from the PC and delivered to televisions - to the sitting room rather than the home office. One of the most promising is Steve Perlman, a high-energy technologist whose career includes spells at Apple Computer and Genie Magic.

Perlman is the founder of WebTV, a company based in

Palo Alto, California, that has developed technology allowing today's World Wide Web pages to be viewed on today's home TV sets using today's infrastructure. His device, whose basics were developed in a few days, reformats the data in a web page and turns it into a signal that fits the standard American TV picture.

Perlman raised money from Microsoft co-founder Paul Allen in 1995, and has since attracted \$55m (\$30m) in start-up funding, including money from Citicorp, George Soros Capital, Times Mirror, Seagate Capital and Microsoft itself. His technology has been licensed to Sony and Philips, both of which have boxes on the shelves of consumer electronics stores across the US, priced at slightly more than \$300.

WebTV is easier to install than a PC. You connect a grey box into the back of your VCR, and plug it into a power socket and a phone socket. The television displays a sign-up screen asking for name, password and credit card number. From then on, the machine connects automatically via the phone line to WebTV's server using a local Net service provider, allowing you to surf the web using a TV remote control.

Pages download more quickly than on a PC, because the WebTV device compresses the data more.

The company also caches thousands of popular web pages on its servers, reducing wait times. Customers can send and receive e-mail, composing their messages either using an optional \$70 infra-red keyboard or (painfully slowly) using the remote control alone. A red light on the box tells you when you have messages waiting to be read.

Perlman's objective is to maximize the size of the company's audience, and to try to capture as many of the advantages as possible that a proprietary network might have. Customers pay a monthly subscription of \$19.95. WebTV also sells ads on its home page, and exacts a share of ad revenue from web site owners who choose to become its partners. When subscribers look at other web sites that don't bring in revenue, WebTV can interrupt their surfing to display an ad just like broadcast television.

The company also aims to make money from transactions and premium services.

The boxes have been in the stores for five months now. Perlman is coy about sales, but analysts believe the total to date is less than 100,000. In Net terms, this is a blip; Microsoft expects as many customers to download a new piece of software every week. For consumer

electronics, it's more impressive. Sony shifted 35,000 WebTVs in the first two months after launch, a figure that took a year to achieve when CD players first came out.

WebTV is a brilliant achievement. But its commercial future depends on two questions. One is price. US makers of PCs are now selling home machines for \$995, half what they cost when WebTV was first conceived. Every year, PCs get easier to use. They can already play audio CDs. Once TV reception on PCs becomes standard, the price premium over WebTV will look more defensible. Since 90 per cent of WebTV owners buy the optional keyboard, many of them may start to crave the storage and processing power available only from a "real" computer.

The other worry is telephone charges. Outside the US, phone companies in most industrial countries charge for local calls. So a two-hour evening surfing session adds \$5 to the phone bill - more than the cost of renting a video.

Perlman claims to have technology in development that resolves this problem. If he is right, WebTV may make a splash in Europe and Asia. If not, the cable companies may make the big money from putting the Web into TV.

tim.jackson@pobox.com

### Cyber sightings

● Société Générale, France's largest privately owned bank, is the most recent European bank to join the Web, at [www.socgen.com](http://www.socgen.com). With performance statistics and background on all its mutual funds (unit trusts), the pages would be just a standard corporate site, were it not for the (well-hidden) section, a searchable calendar giving bank holidays for the major countries until 2007.

● Software company Uni-

ware has established [www.internet-banking.com](http://www.internet-banking.com), a useful survey of the status of Net banking in Europe. Complete with a "finance barometer" and reviews of bank sites in English, French and German which provide technical details of the services available.

● The International Monetary Fund is slowly digitising its pamphlets and now offers the complete text of all working papers online, with more publications being added all the time. A search of all titles in print can also be carried out. It has adopted Adobe's portable document format (PDF) to distribute information, which requires the download of a (free) piece of software.

● The Simon Wiesenthal Centre ([www.wiesenthal.com](http://www.wiesenthal.com)) has compiled a database of more than 1,500 Swiss bank accounts frozen since the second world war, and is inviting those who suffered from the Holocaust, and their heirs, to join its

class action suit against Swiss banks. The site also features an online tour of the Museum of Tolerance.

● Today we find out who can really swing it in Hollywood, when the Oscars are announced. The official site ([www.oscar.com](http://www.oscar.com)) promises live coverage and transcripts, and film buffs can dig for trivia in the files of the Academy ([www.oscar.org](http://www.oscar.org)).

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## BUSINESS TRAVEL

## Travel News - Roger Bray

## Smoke screened

Two of the world's biggest airlines, American and United, will complete blanket bans on smoking this summer. From July 1 it will be forbidden on American Airlines' flights to and from Latin America and Japan. Mexican services where smoking is still allowed will also come under the ban.

On the same day, United will banish smoking from its flights to and from Asia and Latin America.

Smoking has long been prohibited on US domestic flights. Hans Mirka,

American's senior international vice-president, says: "It's obvious that the airline marketplace is moving in the direction of a totally smoke-free environment. A growing majority of our customers tell us they want non-smoking flights regardless of where they're flying."

## Size is everything

Complaints from passengers that some business travellers are hogging the overhead bins with excessive carry-on baggage

have prompted a clampdown from KLM. Formerly the Dutch airline asked business class passengers to restrict themselves to a small bag. Small extra items such as laptops posed no problem but, according to the airline, some customers were "pushing their luck and seeing what they could get away with".

So KLM has now formalised limits, imposing a maximum of one suitcase or overnight bag with a maximum weight of 10kg, a briefcase or other bag up to 5kg, a laptop, umbrella, camera and reading material.

Size will also matter. The

main bag must be no larger than 55cm x 35cm x 25cm, for example. And to ensure the rules are not abused, it will be measuring cabin luggage.

## Osaka opening

Ritz-Carlton is to open a five-star luxury hotel in the Japanese city of Osaka in May. The company says this will not be what the hotel industry calls a "soft opening" with some facilities not yet available. Everything will function from the word go.

The 282-room development occupies 30 floors of a 190m-high skyscraper in the Nish-Umeda district, and is

25 and 50 minutes respectively from two international airports - Osaka itself and Kansai.

## Tax troubles

Expect confusion when the UK government's increased premium tax on travel insurance takes effect on April 1. Cover sold in association with travel will attract tax at 17.5 per cent, while policies sold direct or through non-travel retailers, such as banks, will have the tax levied at 4 per cent.

Graham Setterfield, American Express head of insurance services for Europe, says it will sell

policies at the lower tax rate if customers call direct - but not if the cover is related to other travel arrangements booked through one of its retail agencies. How this rule will be policed remains a mystery.

## The chain in Spain

The French Accor group has signed a partnership deal with Madrid-based NH Hoteles to develop what it claims will be Spain's first budget hotel chain.

The plan is to open 60 ibis hotels over the next five years, mainly around the capital and other leading cities.

## Likely weather in the leading business centres

City	Mon	Tue	Wed	Thu	Fri	Sat
London	12-18	13-19	14-20	15-21	16-22	17-23
Paris	11-17	12-18	13-19	14-20	15-21	16-22
Frankfurt	10-16	11-17	12-18	13-19	14-20	15-21
Amsterdam	10-16	11-17	12-18	13-19	14-20	15-21
Brussels	10-16	11-17	12-18	13-19	14-20	15-21
L. Amst.	10-16	11-17	12-18	13-19	14-20	15-21
Paris	10-16	11-17	12-18	13-19	14-20	15-21
Brussels	10-16	11-17	12-18	13-19	14-20	15-21

BEIRUT DAMASCUS Amman

Large, branded hotel chains are little better than the devil you know. They offer a recognised level of service, and business travellers and their agents know how to book them. But many travellers despair of these luxury prisons with their endless corridors, controlled atmosphere and anonymous furnishings. Above all, they tire of cheerless, impersonal service.

For Mike Gilmour, who runs BBS Europe, an advertising production consultancy, the turning-point was when he billeted 13 technicians and himself at a hotel in Grimsby, in the north of England, belonging to a leading UK chain. During dinner, he developed a headache and went to the front desk to ask for an aspirin. When the receptionist told him the aspirin would cost 20 pence, he vowed never to use the chain again.

"The multiple hotels are seriously impersonal and uncomfortable," says Gilmour. "They have done their research and decided this is what you want. If you don't like it, tough. I always ask my travel agent to find me a small, independent hotel, where I can open the window rather than use the air-conditioning, and where I can get a cup of tea with a minimum of fuss."

Gilmour's sentiments are shared by David Flinders, a director of Future State Technology, a security industry software company. He had been staying intermittently, but not particu-

## When small is beautiful

Executives are increasingly turning away from big anonymous hotels in favour of a more personal approach, finds Amon Cohen

larily happily, at a chain hotel while working for a client in Surrey. About a year ago, the hotel was full when he needed a room and he was given a list of alternative accommodation in the area.

He chose The Cranleigh Hotel in Reigate, a 10-room independent hotel, and has used it ever since. The Cranleigh is owned and run by the Bussandri family and offers a restaurant, conservatory, garden, orchard, swimming pool and tennis courts for £55 per night for a single person.

"It is more like home," says Flinders. "It is warmer, more friendly and there are always people to chat to. Furthermore, it is better value. The larger hotels are too expensive for what you get." Carol Bussandri says she goes out of her way to create a homely atmosphere that makes a marked contrast to larger rivals at nearby Gatwick Airport. "The big chains offer everything except company," says

Bussandri, who estimates that 80 per cent of her guests are business travellers. "Our regulars look forward to meeting each other and they even visit the pub together. We also put people together at dinner if they turn up on their own."

Many of the business travellers who use hotels such as The Cranleigh work for or run small independent companies themselves. Employees of multinationals are more likely to be constrained in their choice by corporate travel policy, obliging them to use hotel chains with which their travel department has negotiated worldwide rates.

However, employers as well as employees are waking up to the virtues of the small independents. One such is Ikeda Technology Europe, an Anglo-Japanese automotive design and development company based in Newcastle upon Tyne.

"We almost invariably use small, independent hotels," says company secretary

Lorraine Holdcroft, who is due to chair the Institute of Travel Management. "They are more flexible in their negotiations on room rates and our travellers receive extra personal attention." The independent hotels are also popular with Ikeda staff.

"I tend to feel uncomfortable in larger hotels, as if I am there to serve them rather than to be served," says principal engineer Al Barclay. However, Ikeda does resort to chains when employees visit unfamiliar destinations because a known brand guarantees levels of service and comfort.

This is the crucial question for independents: how do they let business travellers know they exist and are of a dependable quality? For some, the answer is to join a consortium. The Cranleigh, for example, is a member of the UK version of Les Routiers, the French hotel and restaurant marketing consortium. The UK franchise has 800 hotels with restaurants and 120 guesthouses -



all inspected - on its books and it lists 280 of those it judges suitable for business travellers in a directory called Corp-a-Rate. Anyone who buys through Corp-a-Rate is guaranteed at least 5 per cent off the normal tariff. Managing director Gordon Wilson says the hotels range between one and four stars, with most falling within the two-star to three-star categories. Expect direct-dialling telephones at most of them but not in-room fax machines and modem sockets.

Les Routiers properties can be found on a Microsoft route-planning CD-Rom called Autoroute Express and can also be booked through the HotelWorld Internet site: <http://www.hotelworld.com>.

For those who arrange their trips through a business travel agent, making a reservation can be more difficult. For economic reasons, hotel bookings are increasingly made via the airline computer reservations systems found in every agency. Unfortunately, few independent properties are on the systems because the

cost of joining is prohibitive. Alreco, a subsidiary of Utell, a hotel reservations company, claims to have solved this problem. It has devised a simple plug-in to the system that directly connects the hotel's PC to its parent company's computer system. Hotel distribution technology expert Mike Gates, a consultant on the project, says 100 small hotels have already subscribed and he expects many more to join. According to Gates, 95 per cent of the 28,000 hotels in the UK have fewer than 50 rooms.

Yet in spite of the proliferation of electronic marketing and distribution, there is no replacement for personal recommendation, which is how The Cranleigh gains most of its new customers.

Chris Turnbull, joint managing director of Scholefield Turnbull and Partners, Gilmour's preferred travel agency, warns against random selection of unknown hotels. "You have to be careful - you can get dubious quality," he says.

"I make it my job to find hotels I can recommend or I will ask clients for their suggestions." Turnbull has used the same small three-star hotel in Paris for 30 years and now sends Gilmour there regularly. "There is a bad side to the hotel which overlooks a supermarket but from the good side you can see the Eiffel Tower," says Gilmour. "The service, though slow, is charming and hassle-free. What more could you ask from a hotel in Paris?"

## US pilot: reaffirm April 28 strike

The Allied Pilots Association in the US reported progress in resolving a dispute with American Airlines over common flights, but its board adjourned until April without deciding whether to back a new contract proposal from American.

APA added that it would make any move to avert a strike by its pilots set for April 28.

The union said the pilots who fly the small jets which American plans to buy for its fleet carrier, American Eagle, remained the most contentious in its discussions with American.

A huge rock slide at 60km south of Salzburg, Austria, destroyed part of the only road to a ski hiking area, leaving hundreds of people isolated. Domestic airlines, China face pressure merge from the civil aviation authorities in attempt to boost efficiency. Rapid economic growth especially along the east and south-eastern coast regions, has spurred demand for air services. Some airlines are co-operate.

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## BUSINESS EDUCATION

Victoria Griffith investigates how poetry and painting can make better bosses

## Art for management's sake

April Butcher is an aspiring venture capitalist and a first-year MBA student. So what is she doing hoisting painted dummies up in a glass-covered atrium?

Actually, she's completing her required course work at Babson, a business school located in a Boston suburb. As part of their two-year course, Babson students are expected to take part in the university's "creativity module" - a five-week course in disciplines such as poetry, the theatre and painting.

Business schools have traditionally considered knowledge about the arts valuable only as cocktail party conversation. Yet Babson sees its creativity module as a way to impart lessons about the business world itself. "We're not aiming to turn our students into artists," says William Glavin, Babson's president. "We're trying to throw them off the deep end, to place them in a situation they've never been in before and say 'Do it'. That will probably happen to them at some point in their career."

Many business school students, Glavin believes, love to play it safe. They live in a world of cash flow charts and spreadsheets and are intent on finding "correct" solutions. "They come here because a career in management offers financial security," says Glavin. "Too

often, they haven't left much room for ambiguity in their lives." Babson aims to show students that a career in management is full of grey areas. To boost the discomfort level of the creativity sessions, the school randomly assigns students to courses.

Mary Pinard, who teaches the particularly unpopular poetry section, sets aside 15 minutes of the first meeting for letting students

vent frustration at having been placed there. "Usually, they talk about how much they hate poetry and how they can't imagine themselves writing a poem," says Pinard. "It's useful afterwards, when they manage to do it, because it shows they are capable of so much more than they think."

Pinard stays away from the rhymes that intimidate so many, and focuses instead on images and

syllable counts. Students are also asked to complete each others' poems, to build up a team atmosphere.

Team work, in fact, is a key theme of the creativity module. Most projects are conceived and presented by the entire class. Butcher says the floating dummy installation was an artistic pooling of ideas. "One person wanted to throw confetti, and another wanted

to hang written expressions beside them," she explains. "We ended up throwing the written expressions like confetti."

During the presentation, onlookers were asked to pick up these sayings - things like "My favourite colour is blue" and "Where are the women?" - from the floor, in an effort to get them to see the installation in different ways.

Students say they have learned to value the creativity module as an important part of their business school experience. "When I'm out in the work world and in a situation where I feel out of my depth, I'll remember this," says Christopher Chaudron, who was originally mortified to land in the poetry section. "People complimented me on my final poem, which was about climbing a mountain just before sunrise. After I got over my initial fear [about writing the poem], I just went with my instincts."

Babson students say the module also gives them an important sense that their colleagues are very creative people. Because the creativity module receives the highest student rating at the school - scoring nine out of a possible 10 points - there has been some talk of expanding the section. Yet, since so many other courses have to be squeezed in, that seems unlikely.

Says Glavin: "This is, after all, a business school."



Students on Babson's MBA course gather in front of their artistic endeavours in the college atrium

## NEWS FROM CAMPUS

## Students for hire on overseas projects

If you want to break into a new market you could hire an expensive team of consultants to draw up a strategic plan. Or you could turn to a group of MBA students.

Sixty students from the Haas school at Berkeley in California will soon be working in teams in Russia, south-east Asia and South America to investigate international business development there for a range of companies, including blue chips such as Motorola, Levi Strauss and Citibank. Final reports are sent to client organisations in late summer.

Haas: US, 510 642 8228

## From bank to business school

The management school at Imperial College in London is introducing a one year full-time MSc course in finance from this autumn.

The programme will be led by David Miles who has joined the school from Merrill Lynch, where he was chief UK financial economist.

Miles was previously an adviser to the Bank of England.  
Imperial: UK, (0)171 859 5111

## Technology gives strategic edge

Price Waterhouse and interactive technology specialist Xebec have developed an off-the-shelf CD-Rom course to provide training in strategic management. *Business Strategy* covers the strategic planning process using dramatised and real-life case study companies.

Xebec and Price Waterhouse are already selling a CD-Rom training course on marketing.  
Xebec: UK, (0)1453 836 135

## Executive changes at the top at MBS

Ian Tanner has been promoted from deputy director to director of the Executive Centre at Manchester Business School in the UK. He replaces Jeff Ramsbottom who is continuing to work for the centre.  
MBS: UK, (0)161 275 6333

## Conferences &amp; Exhibitions

Next week's Conferences & Exhibitions Guide will appear on Tuesday 1st April

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Financial Times

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## CONFERENCES &amp; EXHIBITIONS

## Exhibition Centre Singapore

Date	Event	No. of Exhibitors	Date	Event	No. of Exhibitors
6-8 May	SEAFACON Test, Assembly & Packaging	170	18-20 June	Carnex '97 - The International Computing Technology Exhibition	150
6-9 May	IMDEX Asia '97 - International Maritime Defence Exhibition & Conference Asia 1997	350	20-29 June	World Book Fair '97 Incorporating: 12th World Chinese Book Fair World English Book Fair World Electronic Book Fair	300
12-14 May	Oceanology International '97 Pacific Rim	100	26-29 June	The PC Show '97 Singapore Incorporating: The Software Show '97	350
13-16 May	Ta Free Asia Pacific '97	250	3-6 July	Light Source Exhibition & Conference '97	100
14-17 May	SIBEX '97 - 15th South East International & Construction Exposition Incorporating: AIHEX '97: 3rd S.E. Asian International Building Services Exposition AIDEX '97: 3rd S.E. Asian International Hardware Exposition REHVAC '97: 2nd S.E. Asian International Refrigeration, Heating, Ventilation & Air-con Exposition A/E/C System '97	550	10-13 July	The Good Food Show Singapore '97	150
16-18 May	Asian Diver Exhibition & Conference '97	250	14-16 July	Pro Audio & Light Asia '97 - PALA '97 Incorporating: Pro Audio Pro Light Audio Broadcast Visual Comm Sound Comm	450
22-25 May	Zovarama '97	40	17-19 July	AUTOFAC Asia '97/PARTTECH Asia '97	75
27-30 May	Asia Pack '97/Asia Print '97 (AIP)	400	22-25 July	APP '97: Asia Pack '97 Incorporating "Flexible Packaging Technology Hub" APP '97: AsiaPrint '97 Incorporating "Emerging Digital Technologies Hub"	352 352
2-6 June	The Annual Meeting of the International Society for the Study of Lumbal Spine	25	Heating, Ventilation, Refrigeration & Air-Conditioning Asia '97 (HVAC Asia '97)	600	
3-7 June	Pharmaceutical Ingredients Asia '97	120	Air Filtration & Purification Asia '97	120	
5-12 June	19th International League Against Rheumatism (ILAR) Congress of Rheumatology	230	DM Asia '97	60	
9-14 June	Asia Telecom '97 Exhibition	400	28-30 July	Conference & Exhibition	60
11-13 June	11th International Symposium on Contact Dermatitis	15	28-31 July	Clean Rooms Asia '97 / DustStar Asia '97	120
17-20 June	Ship Design Asia - International Trade Fair & Congress for Shipfitting, Display, Merchandising	200			

Information is correct at the time of printing. Please contact the respective organisers for the latest details.

I'm interested in the forthcoming events. Please send me

more information about the Exhibitions indicated Singapore Convention & Exhibition Calendar

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4th Central and Eastern European Power Industry Forum (CEEPF 97)  
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APRIL 1-2

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APRIL 8

European Retail Financial Services - Change, Culture, Competition  
A Cityforum, CSFI, IBM conference with a panel including Pepe Fontolosa, BBV, Bob Howe, IBM, Tim Ingram, Abbey National, David Laurence, CSFI on using technology, EMI and Single Market for business success.  
Information: Cityforum Ltd  
Tel: 01225 466744 Fax: 01225 442983

LONDON

APRIL 8-9

Managing Currency Risks for Investment Portfolios and EMU: Change & Opportunities  
Global Portfolio Managers face the challenge of dealing with multiple currencies and assessing the effects of unprecedented structural change - such as the EMU. This conference addresses these issues. Contact: ADM in the USA  
Tel: 1800 950-3668, ext 123  
Fax: 1800 950-3634  
Internet: http://www.adm.org

ZURICH

APRIL 14

Costs Cars - Reduce Fleet Costs up to 10%  
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0171 353 2772, fax 0171 583 1022  
Email: cwa@clarkwhitehill.co.uk

LONDON

April 18 or May 14

Outsourcing: Implementing improvement to the quality and service

Outsourcing is now the dominant business theme of the decade extending in to almost every corporate function. This workshop gets down to the hard issues focused on lessons learned benefits review, choosing effective providers, performance contracts, managing variations and the latest TUPE judgements.

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APRIL 21 - JUNE 9

FT-City Course  
Organised by FT Conference with City University Business School, this course, over 8 weekly afternoon sessions, provides an excellent introduction to the workings of the City of London as the financial and trading centre in Europe.  
Enquiries: FT Conferences Tel: 0171 896 2632 Fax: 0171 896 2696/2697

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APRIL 15 &amp; 16

FT World Water Conference  
The FT World Water conference is a forum for high-level speakers and delegates to examine major issues facing the global water industry. Speakers include: Ismail Sengul, The World Bank; Jean-Marie Messier, Compagnie Generale des Eaux.  
Enquiries: FT Conferences  
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APRIL 16-17

Strategies for Communicating Change  
Europe's international conference dedicated to addressing how effective internal communication strategy impacts evolutionary and radical corporate change. World-leading experts guide you through this emerging discipline. Contact: Mick Gayer at Business Intelligence  
Tel: 0181 879 3355 Fax: 0181 879 1122  
Email: mick.gayer@businessintelligence.co.uk

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APRIL 16/17

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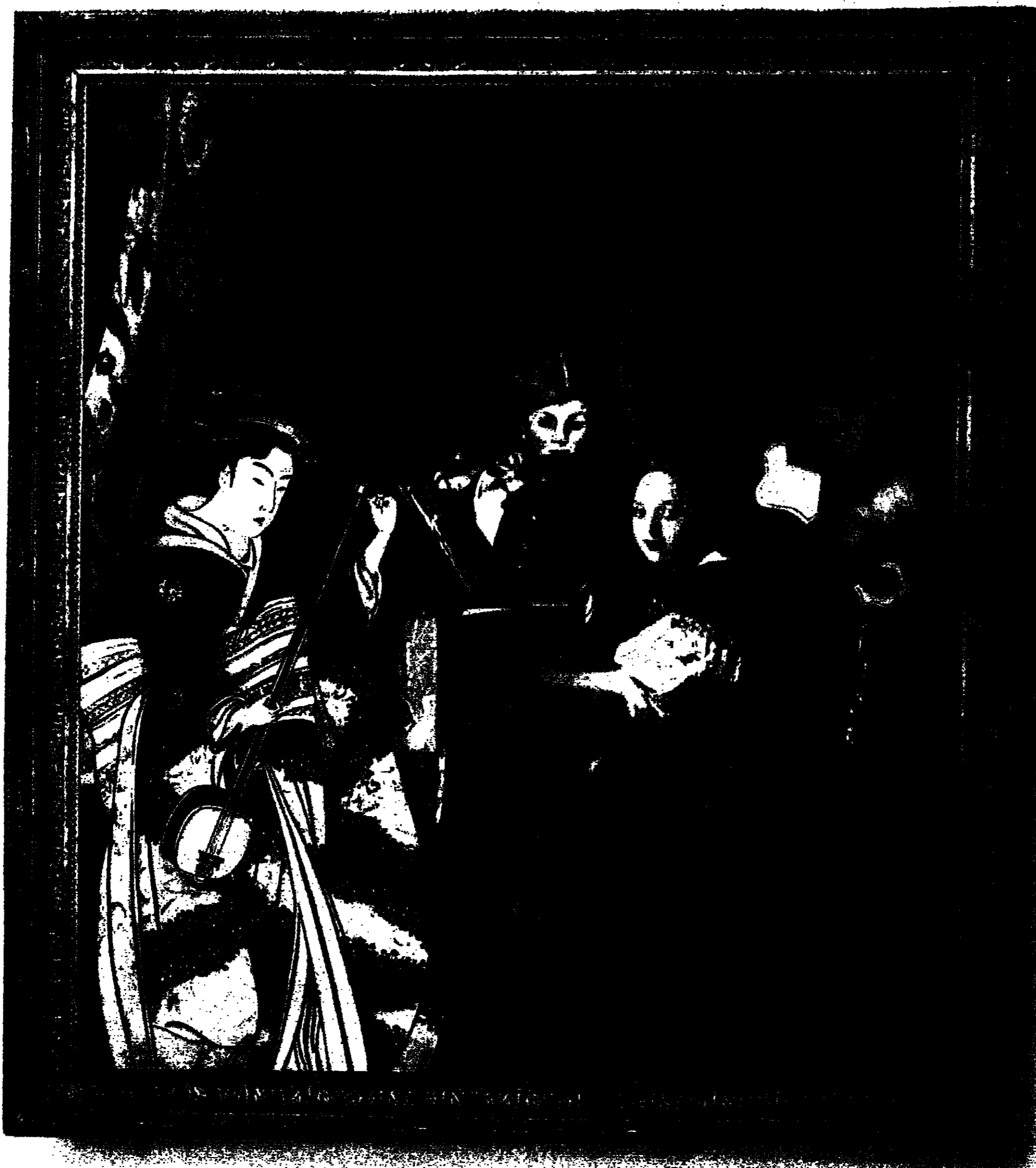
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ARTS  
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## ARTS

## OPENINGS

## EDINBURGH

An exhibition inspired by one of the most remarkable projects in the history of collecting opens at the National Gallery of Scotland on Thursday. It reflects the encyclopaedic range of interests of Cassiano del Pozzo, a connoisseur at the cutting edge of scientific and antiquarian studies in 17th century Rome. All the works in the exhibition (below, right) come from the Royal Library at Windsor Castle, where the most impressive part of Cassiano's "paper museum" is housed.

## ST PETERSBURG

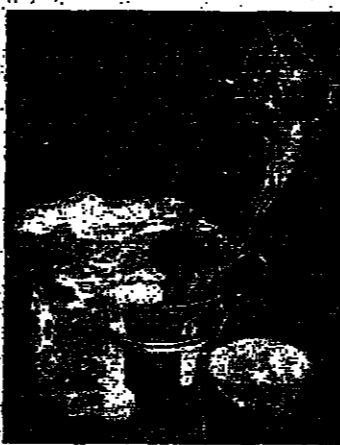
On Sunday the State Hermitage Museum presents a retrospective of Jan van Eyck, the leading artist of the early Netherlandish school. It runs till May 15.

## PARIS

The Opéra Bastille celebrates Easter with a new production of *Parsifal*, conducted by Armin Jordan, staged by Graham Vick and designed by Paul Brown. Thomas Moser sings the title role, and Kathryn Harries is Kundry. The first night is Friday.

## CHICAGO

A comprehensive retrospective of Scottish architect and designer Charles Rennie Mackintosh, first seen in Glasgow and New York last year (below, left and right), comes to the Art Institute on Saturday. It charts his stylistic breakthroughs and influence on early 20th century continental designers, and includes reconstructions of some of his interiors. The show moves to Los Angeles in August.



## BERLIN

Julia Varady makes a welcome return to the operatic stage on Thursday, singing the part of Senta in a new production of Wagner's *Der Ring des Nibelungen* at the Deutsche Oper. Varady, one of the leading sopranos of our time, has not sung in a stage production since last summer, when illness forced her to cancel her engagements.

## WASHINGTON

The National Gallery of Art has mounted a large-scale exhibition of Picasso's early work, ranging from his formative early years in Barcelona to the monumental figure pictures he painted after settling in Paris in 1904. The exhibition opens on Sunday and runs till the end of July.

## LONDON

A special memorial concert for German composer Berthold Goldschmidt (left), who died in London last October aged 63, will be given on Thursday at the Wigmore Hall, featuring Gervase de Peyer, Chantal Juillet, Kolja Lesing and other distinguished soloists. On Maundy Thursday Ian Holm (left, with David Burke) - in the 1960s, a central member of the young Royal Shakespeare Company - returns after many years to playing Shakespeare, as King Lear, at the Cottesloe Theatre. The director is Richard Eyre; the cast also includes Timothy West, Michael Bryant, and Barbara Flynn.

# The Orient moves west to Big Apple

Susan Moore finds all the top dealers and collectors at the second International Asian Art Fair in New York

Never before can there have been such a rich concentration of world-class Far Eastern, Indian and south-east Asian works of art on show and up for sale in a single city. It is unlikely, too, that there has been so many of the world's specialist dealers, collectors and museum curators in evidence to buy and sell, see and be seen.

At a roughly estimated \$350m worth, the spectacle drawing the crowds is the International Asian Art Fair, at the Seventh Regiment Armory on Park Avenue until Wednesday. Although only in its second year, it has become the established focal point for a season of auction sales and dealer exhibitions. At the beginning of the week, Sotheby's and Christie's previews for the Asian auction were deluged; and the gallery temporarily rented on East 78th Street by the London-based dealers Eskenazi for an exhibition of Han and Tang dynasty Chinese ceramic sculpture, the most magnificent of the dealer shows, was crammed.

Eskenazi sold nine objects for a total of \$1.8m that night, plus additional pieces on show upstairs. Two days later, Christie's Part 11 sale of the Jinguang collection - formed by the Hong Kong businessman and philanthropist T.T. Tsui, the sponsor of, among other things, the Victoria & Albert Museum's new Chinese gallery - fetched over \$2m, nearly \$4m. The first thing to arrest the eye at the Armory fair which opened on Friday was a life-size five-figure

group of 13th or 14th-century vividly painted stucco Chinese temple figures on the stand of London dealers Speelman, and with a price tag of \$4.2m. More discreet were the six pieces of rare, early Chinese lacquer from a collection of 19 on offer by R.H. Ellsworth for a cool \$11m.

Any visitor might well reel at the quantity and quality - and the remarkable breadth - of the works of art on offer in Manhattan: ceramics and sculpture, metalwork and textiles, paintings and prints, Chinese, Japanese, Indian, Tibetan, Gandharan, Korean, Ottoman, Khmer. But this week also marked the shift to New York of the Oriental art market from its traditional base in London.

For while London still has the pre-eminent expertise in terms of its dealers, it is New York that has the buyers, and it is New York where sellers and buyers are increasingly choosing to conduct their business as the proposed "harmonisation" of VAT on imports of works of art into the EC promises to hammer the final nail into London's international art-market coffin.

At the Armory fair the group of 58 exhibitors, drawn from nine countries, embraces most of the leading dealers in the west, and some in the east; and over a third have come from London. Last year, exhibitors sold between a quarter and three-quarters of their stands, American museum trustees spent millions, and the London trade appears to have



At Eskenazi's 'Ceramic sculpture from Han and Tang China', three earthenware kneeling figures, possibly mourners, from the Western Han period (206 BC to 9 AD)

decided its success is more likely to lie in New York in March than in London in June. Giuseppe Eskenazi, one of the trade's most respected dealers, believed he would never hold a show outside London. But, if ever faced with a shortage of top quality material for gallery shows in both London and New York, he is now saying that he would sacrifice London, "which is a terrible, terrible thing to say after 37 years". Some have crossed that bridge already. The show Sidney Moss planned to stage in London this summer is now here in Armory. And it is not only the dealing expertise that is imported; the fair's organisers, Brian and Anna Houghton, come from Britain.

Earlier this century, London boasted the great collections of Oriental art and produced several of the most distinguished scholars and dealers through its position as the clearing house of world art. "The last great collectors in Britain were gone by the 1950s," says Eskenazi. "They have not been replaced" - although, remarkably, three of

the archaic bronzes in the Jinguang collection were bought by London dealer Roger Keverne for an English collector for over \$2m. From then on, interest moved to the US and now there are more Asian art museums or museum collections in America than in the whole of Europe.

In the late 1970s and early '80s, the Japanese began to outbid western collectors in certain areas, and since then collectors from Hong Kong and Taiwan have risen in tandem. New York, however, remains the pre-eminent market place for, say, archaic Chinese bronzes, pottery figures and other tomb art, and for classic Ming and Qing period Chinese furniture - and it is not only for westerners. One of the fair's 15 new exhibitors this year is Uragami Sokyu-Do from Tokyo. "The domestic market in Japan is very good," says Uragami, "and most dealers only leave Japan to buy. I'm the only dealer trying to sell abroad. New York is becoming more and more the centre of this market."

The fair is the effect rather than the cause of a rising New York market. Christie's and Sotheby's auctions last autumn realised an unheard of \$56m. A record \$8.4m was paid for a Korean jar, and over \$11m was raised by the sale of the most important collection of classic Chinese furniture ever to come to the block - a collection from Renaissance, California which has given the term "post-Renaissance" a confusing new slant - and both areas are, in auction-speak, hot. Dealer Nicholas Grindley reported that 60 per cent of the furniture he was bringing to New York was reserved even before it arrived here. "A year or so ago," he observes, "the new rich players were from Hong Kong and Singapore. Now they seem to be from Wall Street and previously collecting antiquities and modern art."

More and more buyers of works of art are beginning to realise that Asian art, or at least some aspects of it, offer unparalleled opportunities for buying museum-quality works of art at prices which, however high, are a fraction of the prices of their western equivalents.

Mar 26, 27

**NEW YORK**

**EXHIBITION**

MOMA - Museum of Modern Art, New York

Art Tel: 1-212-708-9400

● De Kooning in the Eighties: the paintings made during the 1980s by American artist Willem de Kooning constitute a largely unknown chapter in his career. With the exception of a small number of works shown in museums and galleries during the past decade, few of the paintings of the artist's final creative years have been seen by the general or even specialised art public. This exhibition contains about 40 paintings made between 1981 and 1987 chosen from public and private collections; to Apr 29

**OPERA**

Metropolitan Opera House

Art Tel: 1-212-362-6000

● Eugene Onegin: by Tchaikovsky. Conducted by Antonio Pappano, performed by the Metropolitan Opera. Soloists include Marina Shaguch, Clifton Forbes and Paul Plishka; Mar 27

**LOS ANGELES**

**EXHIBITION**

Los Angeles County Museum of Art Tel: 1-213-857-6000

● Galanos: retrospective celebrating the 40-year career of Los Angeles-based designer James Galanos, whose construction techniques and finishing details are of the highest standards of French haute couture. The exhibition highlights 66 costumes mounted on custom-designed mannequins, which are shown along with original sketches and samples of the bead-work for which the designer is known. Galanos has received every major design award; to May 4

**MADRID**

**EXHIBITION**

Museo Nacional Centro de Arte Reina Sofia Tel: 34-1-4675082

● Robert Motherwell: exhibition featuring 80 works selected from American and European collections and including large paintings on canvas, collages and drawings; to May 5

**MILAN**

**CONCERT**

Teatro alla Scala di Milano

Tel: 39-2-897791

● Coro del Teatro alla Scala: with conductor Roberto Gabblani perform works by Vacchi;

**PARIS**

**CONCERT**

Salle Gaveau

Tel: 33-1-49 53 05 07

● Peter Frankl: the pianist performs works by Brahms, Schubert and Debussy; Mar 26

Théâtre du Châtelet

Tel: 33-1-42 33 00 00

● Philharmonia Orchestra: with conductor Esa-Pekka Salonen

**VIENNA**

**OPERA**

Wiener Staatsoper

Tel: 43-1-514442960

● Die Entführung aus dem Serail: by Mozart. Conducted by Fisch and performed by the Wiener Staatsoper. Soloists include Esposito, Schwabe and Viesak; Mar 25

**AMSTERDAM**

**CONCERT**

Concertgebouw

Tel: 31-20-6718345

● Mathis Passion: by Bach. Conducted by Thijs Kramer and performed by KCOV Excelsior, the Amsterdam Promenade Orkest and the Zaans Jongenskoor. Soloists include Marten Smeding, Nancho de Vries, Karin ten Cate and Myre Kroeze; Mar 24, 25

**ANTWERP**

**DANCE**

deSingel Tel: 32-3-2463800

● What the Body does not Remember: choreographed by Wim Vandekeybus to music by De Mey and Vermeersch, performed by Ultima Vez; Mar 25, 26, 27, 28

**BERLIN**

**CONCERT**

Philharmonie Berlin - Grosser Saal & Kammermusiksaal

Tel: 49-30-2614383

**DUISBURG**

**EXHIBITION**

Wilhelm-Lehmbruck-Museum

Tel: 49-203-2832630

● Richard Long: exhibition of work by the English artist, including four of his large floor sculptures made from natural materials such as driftwood and a number of works on paper; to Mar 30

**FRANKFURT**

**CONCERT**

Alte Oper Tel: 49-69-1340400

● The Schubert-Okett and Fortellquintett: accompanied by pianist Zoltán Kocsis perform works by Schubert; Mar 25

**JAZZ & BLUES**

Purcell Room

Tel: 44-171-9804242

● Keith Nicholls: performance by the English trombonist and pianist

**STUTTGART**

**CONCERT**

Städtische Musikschule

Tel: 49-7141-1234567

## Theatre/Alastair Macaulay

# Out of Africa on Cloud Nine

In the Old Vic's new production of Caryl Churchill's *Cloud Nine*, the acting is superlative and the play enthralling. Only last week, I wrote with some misgivings about the new Peter Hall repertory company; it is a pleasure to write of this, its second production, with unqualified delight. Three of the seven actors are also in the company's first production, *Waste*; one part of the fun of watching *Cloud Nine* is in seeing them here in such dissimilar roles. The director is Tom Cairns.

*Cloud Nine*, new in 1979, is a most peculiar play. It seems at first far more jejune than it proves, and it keeps changing. Act One is a hilarious caricature of Victorian colonial household in Africa. Harry to Betty, his best friend's wife: "You have been thought of where no white woman has ever been thought of before." Betty: "I suppose that's one way of having adventures." Even the most adolescent jokes are funny, and the top-speed soap opera of its rapidly unrolling plot is so magnificently ludicrous that it reminds one of *Soap* itself.

Before the interval, Churchill has shown you a great deal of what she can do. She set out to illustrate the parallel between colonial and sexual repression, but long after you have got that point she still has you on tenterhooks. The mixture of reality and absurdity is very fine; the narrative twists are ingenious; the characters grow steadily more multi-dimensional; and there is just enough telling detail to make us care.

In Act Two, however, Churchill gives you another play altogether: a basically serious modern story - ever so *Brookside*, really - which expresses female and sexual liberation, but which, again, keeps deepening and varying its approach. It is shot through with mystery, it proceeds with dreamlike fluency, and, most beautifully, it allows each character, even while he or she grows more complex and more poignant, to remain an unanswered question.

In an odd way, Churchill's play dramatises the Whig theory of history: although she does not make her modern characters any more happy than her Victorian ones, she does make us feel that they have more opportunity for self-discovery.

The seven actors, playing two contrasting roles each (in one case, three), make every dimension of the play

marvellous. In each act, one or two roles are played on *traverse*. When a male plays the Victorian Betty, we see (in the first minute) that this "feminine" character is a male construct; and yet Dominic West's performance shows not just repression but also force. The way that he/she, lowering his head and baring huge Bambi eyes à la Princess Diana, stalks Harry, aflame with desire, catches every level of Churchill's satire. Betty's little son, however, is played by a girl; and Janine Davidski's wide-eyed innocent/malicious performance shows, just as richly, how much enforced male role-playing actually prompts feminine impulses to erupt. In Act II, Tim McInerney plays Cathy, a huge, irrepressible, gawky girl; and the gleeful violence with which he makes this tomboy real is wholly intoxicating.

Andrew Woodall makes Harry - the great explorer (in every sense of the word) - perhaps the most touching character in Act One. Though sexually embroiled with men, women and children, he is guilty, vulnerable, noble; and this heightens the comedy. Marion Bailey plays three different kinds of women who do not need men, two of them lesbian, and ideally judges the anguish and absurdity in each. I hope I never forget the aggression with which Clare Swinburne, as Betty's Victorian mother, clouts her granddaughter's doll ("Just a little smack"); or the rounded, divided, nature she presents as Victoria in Act Two. Or the soliloquy about sexual desire spoken by Davidski as Victoria's mother. Stephen Noonan plays the most enigmatic role in either act - a native servant, and a gay lover - and his inscrutability at every moment is perfect.

Detail upon detail enchants. The way the native servant Joshua guts little Edward's doll; and the way Edward, as if hypnotised, watches him do it. There is a sex scene for a man and two women so lifelike - amusing, crazy, ardent, touching - that I wanted to join in. (Instead, another male character does.) "I want you to have the rolling orgasm I give to other women," Victoria's husband Martin says to her, with enough anger to make anyone frigid. In everything here, contradictions of feeling and character and desire are wittily and movingly memorable.

In repertory at the Old Vic, SE1.

## INTERNATIONAL ARTS GUIDE

## AMSTERDAM

**CONCERT**

Concertgebouw

Tel: 31-20-6718345

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## BERLIN

**CONCERT**

Philharmonie Berlin - Grosser Saal & Kammermusiksaal

Tel: 49-30-2614383

● Staatskapelle Berlin: with conductor Daniel Barenboim and violinist Itzhak Perlman perform works by Schoenberg, Stravinsky and Schubert. Part of the Festtage 1997; Mar 26

**OPERA**

Deutsches Oper Berlin

Tel: 49-30-3438401

● Aida: by Verdi. Conducted by Stefan Soltesz, performed by the Deutsche Oper Berlin. Soloists include Ute Walther and Vladimir Bogachov; Mar 26

**KOMISCHE OPER**

Tel: 49-30-202600

● Hoffmanns Erzählungen: by Offenbach. Conducted by Weigle and performed by the Komische Oper. Soloists include Schellenberger, Wulkopf and Nicolae; Mar 26

**DUISBURG**

**EXHIBITION**

Wilhelm-Lehmbruck-Museum

Tel: 49-203-2832630

● Richard Long: exhibition of work by the English artist, including four of his large floor sculptures made from natural materials such as driftwood and a number of works on paper; to Mar 30

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Tel: 49-7141-1234567

**EDINBURGH**

**CONCERT**

Edinburgh Festival

Tel: 44-131-2255555

**ST PETERSBURG**

**CONCERT**

State Hermitage Museum

Tel: 7-312-3456789

**WASHINGTON**

**EXHIBITION**

National Gallery of Art

Tel: 1-202-706-7000

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Financial Times Business Tonight

# Outsider in Moscow

John Thornhill on the appointment of Boris Nemtsov, a provincial politician, to the Kremlin's new reformist team

It took a lot of effort to persuade Mr Boris Nemtsov, the youthful governor of Nizhny Novgorod, to join the Russian government last week. The ambitious politician, often labelled as a future presidential candidate, was understandably reluctant to leave his cosy seat in one of Russia's more prosperous regions for the maelstrom of Kremlin politics.

The trade unions' threat to bring 20m Russians out on the streets this Thursday to protest about the government's late payment of wages and pensions can only have added to his doubts.

But the bulldozing charm of Mr Boris Yeltsin eventually prevailed. And so Russia's most popular reformer agreed to risk his reputation by becoming first deputy prime minister in charge of a politically explosive portfolio, including housing, social welfare reform and the regulation of the country's natural monopolies.

"I perfectly understand that my duty is that of a kamikaze pilot," Mr Nemtsov says in his characteristically sardonic style. "But fortunately not all kamikaze pilots are killed instantaneously."

As any calculating politician would have done in the circumstances, Mr Nemtsov wrung some significant commitments from Mr Yeltsin, including the promise of unrestricted access to the president, as well as his full and public support. The suspicion is that if Mr Nemtsov succeeds and the economy turns, he will be in a position to demand even more of the Russian president in future.

On a tour of the US four years ago, Mr Yeltsin hinted that Mr Nemtsov was his preferred heir. Many of Russia's democrats tried to press Mr Nemtsov into running in last year's election; they would surely rally round again in 2000, assuming he survives until then and decides to stand.

The curly-haired, 37-year-



Nemtsov: political verve

old Mr Nemtsov joins a government formally headed by Mr Victor Chernomyrdin, the stolid prime minister, who once worked under Mr Nemtsov's father in one of the Soviet industrial ministries.

In practice, the critical axis in the government will be Mr Nemtsov's relationship with Mr Anatoly Chubais, 41, the standard bearer of economic reform and former head of the presidential administration, who was earlier this month appointed as the other first deputy prime minister.

The puritan edge to his character should also play well among a population straining under five years of economic contraction.

Some observers have seen the appointment of two such ambitious young ministers as a classic example of Mr Yeltsin's divisive style of politics, purposefully designed to create tensions within his team.

But Mr Otto Latsis, political commentator for the *Izvestiya* newspaper, disagrees, arguing that Mr Nemtsov's arrival in government bolsters Mr Chubais's chances of successfully implementing reform.

"Although Chubais lost his promise that he would be the sole first deputy prime minister, it is clear that Nemtsov is being included in the team not as a counterweight but as a partner," Mr Latsis says.

Mr Chubais has persuaded Mr Yeltsin to promote a team of young liberal ministers to more senior roles, lowering the average age of Russia's deputy prime ministers from 54 to 45 and giving the government its most reformist tinge since 1993.

More "surprises" are promised before the government restructuring is complete. With a reputation for the flamboyant gesture and a piercing wit, Mr Nemtsov should bring some much-needed political verve to the largely technocratic government team. He has been the toast of liberal Russia ever since a television debate last year when he squared up to Mr Vladimir Zhirinovskiy, Russia's ultra-nationalist, after being doused in orange juice.

The puritan edge to Mr Nemtsov's character should also play well among a population straining under five years of economic contraction. Vowing publicly he would never steal, take bribes, or lie to the people - a clear sideswipe at some former and present government colleagues - Mr Nemtsov says: "When life is miserable for most people, it is not proper for the rulers to wallow in riches."

Mr Nemtsov's record in running his industrial region, 400km east of

Moscow, suggests he will be a highly dynamic, hands-on manager in government. He played an active role in attracting foreign investors to his region, often giving executives his home telephone number to call in case they ran into bureaucratic difficulties.

With the help of the International Finance Corporation, the investment arm of the World Bank, Nizhny Novgorod became the first model of successful economic reform, leading Russia in privatising small businesses and undertaking agricultural restructuring.

He strongly encouraged the growth of the private sector and claims Nizhny Novgorod now has 100,000 private firms employing 20 per cent of the workforce.

His experience of local housing reform and his close ties to other regional governors should prove invaluable in attempting to cut Russia's bloated housing subsidies. His status as an outsider should also help him cut through the web of entwined economic interests which have hindered the government's attempts to tackle the country's powerful gas, electricity, and railway monopolies.

Some Kremlin insiders may be tempted to dismiss Mr Nemtsov as a naive provincial who will be eaten alive in Moscow. His reputation for being occasionally authoritarian and impulsive may also prevent him from building the institutional support that will be essential to implement change.

But Mr Nemtsov has been busy encouraging members of the liberal *Yabloko* faction, headed by his friend Mr Grigory Yavlinsky, to join him in government, giving him additional allies to fight his bureaucratic battles.

Mr Nemtsov might reflect that the challenges of civilising Russia's wild capitalism are immense and his chances of success correspondingly slim. But the consequences of failure are frightening to contemplate.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be sent by e-mail to [letters.editor@ft.com](mailto:letters.editor@ft.com) or by post to the above address. Published letters are also available on the FT web site, <http://www.ft.com>. Translation may be available for letters written in the main international languages.

### Norwegian salmon producers have abused their relations with the EU

From Mr Phillip Thorn

Sir, In your article "EU likely to impose duty on dumped Norwegian salmon" (March 19) you quote a European Union trade official as saying the fish processing industry is likely to lobby against such a duty as it wants an abundance of cheap fish.

They cannot be serious. What the EU processing industry requires is a sustainable and abundant supply of competitively priced salmon. Norway clearly has a role to play in providing that.

However, we are all kidding ourselves if we pretend that such long-term, stable supplies can be built on short-term producer sub-

dies and dumped Norwegian salmon.

That is the message that should be coming from the salmon processors in Denmark and Germany (and indeed would be, were many not owned by Norwegian interests).

The European Commission has diligently researched and responsibly reported on the position in Norway.

Its research demonstrates clearly that Norway has broken the rules and has taken advantage of the special trading relationship it enjoys with the EU to dump produce.

Having proved the case, the Commission must now act to impose a duty to

restore a fair and free market.

A duty of 13-15 per cent is being discussed. At that level it would mean only a 3 per cent increase in the price of salmon products at the retail level - a small price to demonstrate that the EU market works for its members, not as a cosy club but as an arbiter and enforcer of fair, free-market principles.

Phillip Thorn, chairman, Scottish Salmon Growers Association, Drummond House, Scott Street, Perth PH1 5EJ UK

### Uncertainties abound over telecoms deal

From Mr Eric Simonson

Sir, As a whole, I could not agree more with your summary of the World Trade Organisation telecoms accord ("New pact must be protected", March 19).

However, your report neglected to emphasise adequately the sheer complexity of the accord. The 99 signatory nations submitted 55 schedules outlining their individual "commitments" to detail. These vary considerably, not only in scope but in the timeliness for implementation. Some nations reserved the right to modify their schedule.

Finally, the commitments are in many respects rather vague. Such as promises to adopt regulatory structures consistent with a document setting forth general principles, known as the reference paper. While the accord promises to unleash an explosion of economic activity, it remains to be seen exactly how it will be implemented in practice.

Eric Simonson, Kronish, Lieb, Weiser & Hellman, 1114 Avenue of the Americas, New York, NY 10036-7736, US

### Warning sign

From R. A. Ledingham

Sir, There was a recruitment advertisement in the *Financial Times* of March 21 which featured the headline "L.B. MBA, ACA, VC - R is all corporate finance to us".

The last time corporate finance consultants started making such crass statements was about two years before the wheels fell off.

R. A. Ledingham, The Old Hat, Brackley Bassett, Bucks MK18 4LN UK

### Specialised management skills are the key to success in conglomerates

From Mr Andrew Campbell

Sir, Peter Martin's spirited "Case for conglomerates" (March 20), is built on a belief that good managers can manage anything. They cannot, as the daily failure of diversification strategies demonstrates.

The explanation for old Hanson or old BTR, for Virgin or GE, for Granada or ABB is not "good management". Each manages in a

dramatically different way. If you put Jack Welch in charge of Virgin or Branson in charge of ABB, the results would be catastrophic. These conglomerates have been successful because they were built around specialised corporate-centre skills.

The bad conglomerates, the ones that need to break up, have no specialised corporate-centre skills. Unfortunately, despite Mar-

tin's belief in the market, there are large numbers of these over-diversified companies, as demonstrated by the current break-up epidemic.

Andrew Campbell, director, Strategic Management Centre, 17 Portland Place, London, W1N 3AF UK

### Kazakh prime minister central to changes in the structure of state-run enterprises

From Mr Amirzhan Kosanov

Sir, After reading Charles Glover's article on reforms of state-run enterprises in Kazakhstan ("Kazakhstan sets up 'one-stop shop' for foreign investors", March 6), I would like to comment on a number of issues.

Structural changes to state management bodies form part of this initiative, and involve the prime minister,

Mr Akirzhan Kashegeldin. It is incorrect to talk of an ending of his influence.

The newly created Kazakh Oil company is one of many companies working in Kazakhstan, and its establishment as part of changes to state management bodies should not be considered extraordinary. It corresponds to market develop-

In 1996 Kazakhstan adopted the 1996-98 Government Action Programme for the Deepening of Reforms, which has been approved by the world's leading financial institutions. All current structural changes come under this programme.

Amirzhan Kosanov, press secretary to the prime minister of Kazakhstan

### The FT Interview • Tommaso Padoa-Schioppa

## New broom for bourse

The head of Italy's stock market watchdog outlines his plans to Robert Graham

The discreet aloofness of the Bank of Italy is a world apart from the rough and tumble of the bourse. But a fascinating meeting - and perhaps clash - of the two cultures is about to take place.

Mr Tommaso Padoa-Schioppa, the deputy director-general of the bank, takes over next month as head of Consob, the Italian stock market watchdog. It is an imaginative appointment for one of the most influential intellectual figures in European central banking, and raises expectations that the authorities will at last tackle a crucial area of the Italian financial system that urgently needs a shake-up with better regulation.

In spite of the 57-year-old central banker's prestige, his task will not be easy and he did not accept the job lightly. Until now he has been working in a relatively protected environment with politicians and businessmen at arm's length. Running Consob will shove him into the public eye and could pit him against the tight knit world of the *salotto buono*, the Milan-based financial establishment.

The Milan bourse, he believes, suffers from a lack of confidence among investors, which creates a vicious circle. "Lack of confidence makes markets difficult to use, both for demand (investors) and supply (companies) using the markets for fund raising," he says. "The higher the volume of trading, the greater the liquidity of the market; while the lower the volumes, the less liquid the market and therefore less transparent and therefore less room for malpractice."

In spite of the passage of laws on takeovers and insider trading since 1992, the bourse has not shaken off its reputation as a fiefdom of an inward-looking financial community that treats small shareholders shabbily. In a recent speech



Tommaso Padoa-Schioppa aims to target insider trading

Mr Padoa-Schioppa highlighted the concentration of share ownership and the illiquidity of most quoted companies. Three-quarters of all dealing involves the main 30 companies.

Cracking down on insider trading is a key component of reform. But he believes this must be accompanied by tightening up on disclosure, educating public opinion, eliminating bureaucracy and exerting greater regulatory control in a more liberal environment. At the same time the authorities must provide a competitive tax environment for investment on the stock exchange.

He talks of Milan as being a "second tier" bourse. In each of the world's three time zones, he believes there is space for only one top level centre. "London plays this role in Europe in view of its long tradition as a financial centre," he says. In the second tier he sees room in Europe for four to six centres, the main ones being Frankfurt and Paris. "We must ensure Italy plays its best cards in this respect."

Until now, Milan has under-utilised its potential. But he believes it can benefit from the strong savings record of Italian families which have traditionally invested in treasury bonds. In an increasingly secure society people want to rely less on this type of investment and look for equity returns.

Also, he observes: "Financial markets are drawn by supply more than by demand - Italy created a big debt market as it needed to fund the public sector deficit. Why should the programme of privatisation not stimulate the bourse?"

Mr Padoa-Schioppa's experience of financial regulation is considerable, though so far largely in banking. He chaired the Basle Committee (of central banks) on banking supervision, and creating the Target clearing system - "one of my babies".

However, in his role at the central bank, he has become Italy's leading authority on derivatives trading. This background makes him convinced that banks are in many ways easier to supervise than financial markets. The challenge in supervising financial markets is that they are much more "elusive" since they can be privately controlled and have strong "local connections".

Although he is too much of a public servant to express regret, Mr Padoa-Schioppa gives the impression he will miss the formative role he has played in European Union economic and monetary policy. From 1979-83 he was director-general of economic affairs with the Brussels Commission. Subsequently he acted as secretary of the Delors Committee preparing the technical details on economic and monetary union (EMU) for the Maastricht treaty.

His commitment to European integration is not just professional. Mr Padoa-Schioppa is also a firm believer, a point underlined by his recent book *The Road to Monetary Union*.

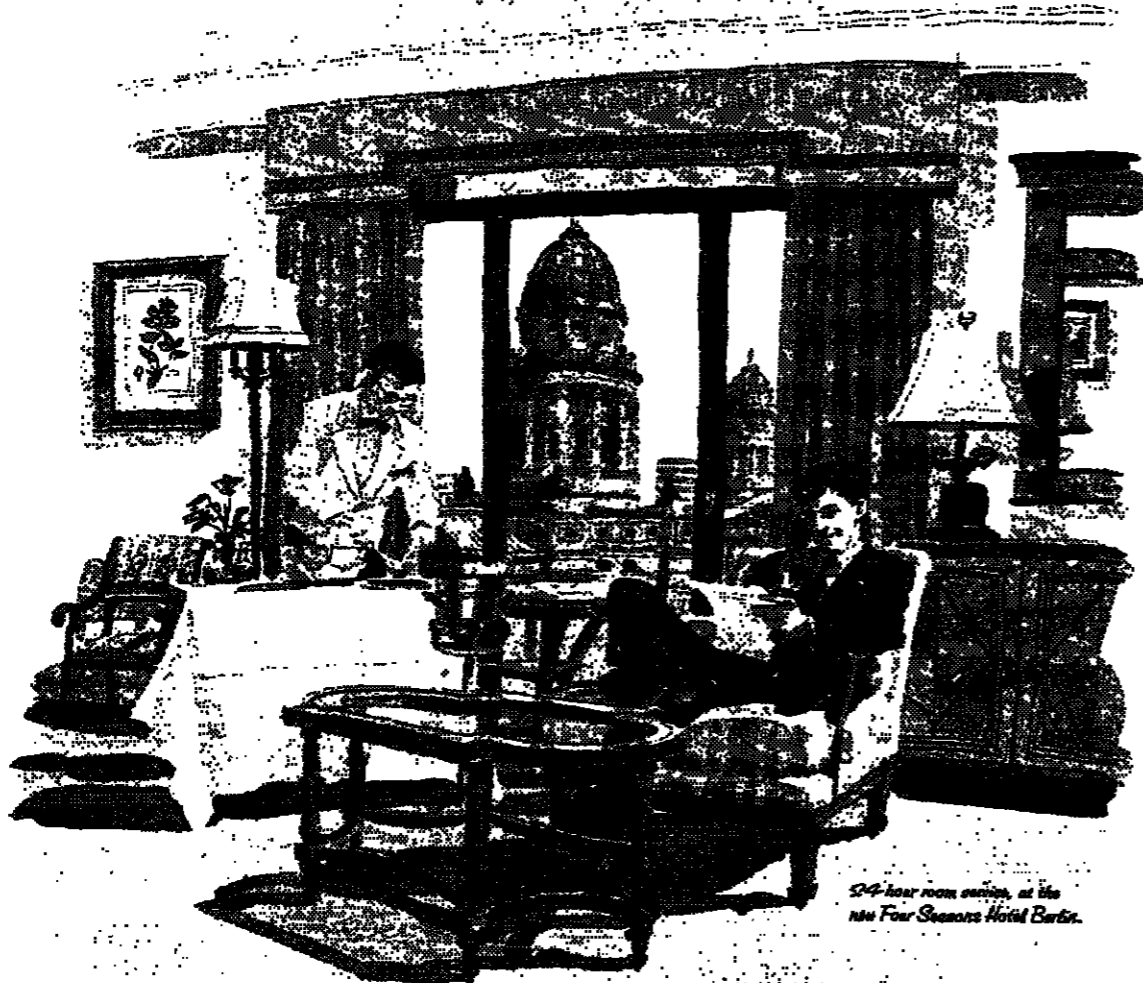
He believes monetary union will go ahead on schedule even though it is not past the point of no return. "If EMU is on schedule, then the integration of financial institutions will be far more far-reaching than people imagine," he warns.

Acceptance of the Consob post probably means a premature end to Mr Padoa-Schioppa's central banking career which began in 1968. He is resigning from the Bank of Italy and is unlikely, as previously seemed mapped out, to take a place on the board of the European Central Bank. This has led some commentators to complain that his talents especially his inside knowledge of the EMU process - are being squandered.

However, as an MIT-trained economist and with a record of impartiality as a civil servant, he offers the moral authority necessary to underpin the successful operation of Consob. He has the stature to tighten up on stock market regulation in the same way that Mr Giuliano Amato, the former Socialist premier, has overhauled competition policy since taking over the anti-trust authority.

His attributes will be much needed if, as planned, Italy carries out Europe's largest privatisation programme over the next three to five years. The Bank of Italy's, undoubtedly, loss should be the stock market's gain.

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## FINANCIAL TIMES

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Monday March 24 1997

## Soothing the bear

Triumphalism is not in order. But last week's US-Russian summit in Helsinki was in fact a triumph for President Bill Clinton. In managing relations with Russia his administration has, after many understandable hesitations and contradictions, got it just right.

Although, like former president Franklin D. Roosevelt, Mr Clinton appeared in a wheelchair, this summit was no Yalta. Indeed it was Yalta in reverse. Instead of conceding a Russian sphere of influence, Mr Clinton preserved the right of central and east European countries to join alliances of their choice. Adroit stage management on both sides made it look like a triumph for President Boris Yeltsin, but in reality the US gave little or nothing away.

Mr Clinton repeated NATO's December statement that it has "no intention, no plan and no reason" to deploy nuclear weapons on the territory of new member states, and does not foresee any future need to do so. Reference to this is to be included in a document to be negotiated with Russia, but that document will not be a binding treaty.

Mr Clinton also accepted the principle of a "Start III" agreement which will bring the US nuclear arsenal down to de facto as well as de jure equality with that of Russia, while allow-

ing the Russians four extra years to dismantle the warheads they already agreed to scrap under Start II. In a sense this means paying twice for the same Russian concession. Still, this will be a good deal for the west - indeed for the world - if it can be implemented. Russia's nuclear stockpile is now a source of danger almost irrespective of any hostile Russian intent. There is a vital global interest in seeing as much of it as possible destroyed under controlled and verifiable conditions.

Finally, Mr Clinton promised to help speed Russia's entry into various international bodies. But this is happening anyway, and can only be welcomed so long as Russia meets the entry criteria and respects the rules of those bodies that have them, such as the World Trade Organisation. As for the G-7, it is essentially a talking shop. To call its annual summit "the summit of the eight" will not make a great difference, since Mr Yeltsin already attends the political part of the discussions.

These are small prices to pay for retaining Russia's goodwill and co-operation in the management of European security, where its ability to cause trouble, but also to contribute constructively when it so chooses, remains considerable.

## Banking risk

The Bank of England's new framework for banking supervision, presented for discussion today, is a clear step forward. Its success will depend, however, on how it is implemented - and, in particular, on the Bank's steadfastness of purpose in handling difficult issues.

The new approach focuses on the inherent riskiness of individual banks' operations. Riskier banks will be reviewed more often. There will be a more systematic assessment of seven different types of risk, including the inherent riskiness of a bank's business. There will be more on-site visits, and talks with a wider range of bank staff. A business unit responsible for more than 5 per cent of a bank's revenues or profits will be given more detailed study. And throughout, there will be a strong emphasis on the quality of internal controls.

The critical question is how far this new system will prevent another Barings crisis, or another Bank of Credit and Commerce International (BCCI). Barings's Singapore operations, run by Nick Leeson, which brought the bank down, would be identified by the new approach as a unit significant enough to deserve detailed study. A Bank team, using this framework, would probably have visited Singapore. There, its focus would have been on internal controls, which the most cursory inspection would have revealed as inadequate.

So far so good. But in other respects the new system will be only as effective as the urgency and commitment of the Bank's most senior staff allow it to be.

The lessons of Barings and BCCI are more uncomfortable here. Barings's ability to ship its entire capital to Singapore was made possible by the supervisors' plodding handing of its request for special treatment under the consolidation rules. In the case of BCCI, many of the bank's weaknesses were well known to the supervisors. What was lacking was the will to tackle them forcefully at an early stage. Despite the formidable array of legal powers at its disposal, the Bank remained fearful of using them. Improved techniques for identifying risks will pay off only if they are accompanied by a commitment to act on their results.

In fairness, this will never be easy. Real-life banking crises often involve tricky issues of judgment, where supervisors must also take into account the unblemished reputation of an institution (as at Barings) or the diplomatic complexities of its status (as at BCCI).

As the Bank of England has always argued, banking supervision is more than the application of a checklist or formula. That does not mean a more systematic approach is not helpful. But as the Bank well knows, it must be employed with firmness of purpose and urgency of action.

## Tobacco ethics

Tobacco is unique. It is the only consumer product which, used as the manufacturers intended, kills. This makes it different from alcohol - which in limited quantities may even be beneficial to health - or to cars, or to any of a range of everyday products which when abused can have lethal effects. Use of tobacco, as intended, damages health. Full stop.

The industry has known this for decades. The first clear link between smoking and lung cancer was established in the US and England in 1950. By the mid-1960s, the evidence was incontrovertible. As the Liggett settlement with 22 US states makes clear, it has also known for years that nicotine is addictive.

Yet it has continued in its denial, continued to market its product, and continued, most pointedly, to promote it to the young, desperate to renew the diminishing pool of smokers in western countries.

This raises serious issues of business ethics, which are not unique to the tobacco industry. Asbestos producers covered up the ill-effects of blue asbestos until medical evidence, allied to product liability actions, made their position untenable. Pharmaceutical companies, in areas such as birth control devices or heart drugs, have had to decide when unexpected side-effects from their products require withdrawal.

In these examples, governments have accepted their responsibilities more clearly than over tobacco. They have set exposure controls for asbestos and licensed pharmaceuticals. The companies, in the main, have learnt that bad ethics is bad business. But over tobacco, the income stream from taxation has warped governments' judgment on such issues as advertising and promotion.

More recently, that has been changing. But so far, concern over tobacco has been largely restricted to the west. In response, the industry has focused its attention on the young people of the developing world. As a result, the World Health Organisation predicts that tobacco will be causing 7 million premature deaths a year by 2020 in less developed countries. It would be cynical for western governments to reach settlements with the industry which allow that approach to continue.

Tobacco cannot be banned. But its marketing can be controlled. And if that means the long-term future of the industry becomes bleak, it is an important lesson in the law of consequences - or the sweet-flavoured tobacco - to impressionable young people should remember that, in the end, bad ethics will always be bad business.

## Waiting for inflation

The US Fed is sooner or later likely to make a pre-emptive strike against anticipated price pressures, argues Gerard Baker

It has been called variously the Super-Duper Economy, the Goldilocks Economy, the New Paradigm. Even Mr Alan Greenspan, the Federal Reserve's dour chairman, who is not disposed to colourful prose, was moved last week to call it "close to unprecedented".

For the past few years the US, unique among the world's leading economies, has enjoyed an extraordinary record of robust growth, rapid job creation and near record-low unemployment. Yet still it has produced almost no sign of the inflationary pressures that have accompanied such a sustained expansion in the past.

How long this benign equilibrium can continue will be the critical question on the minds of the 11 voting members of the Fed's policy-setting open market committee, meeting for their second session of the year tomorrow.

If they believe the brave new world is here to stay, they will leave short-term interest rates unchanged, at least for another couple of months. But if they take the view that this economic nirvana is a transient phenomenon and that growth is now so strong it will soon spark a blaze of inflation, they will have little choice but to raise interest rates for the first time in more than two years.

Next week, the expansion will celebrate its sixth birthday. It is already the third longest upswing in US history and shows no sign of abating. In the past six months the pace of expansion has accelerated sharply.

US consumers have shaken off their recent pessimism, and are more bullish about their current circumstances than they have been for 27 years, according to one survey.

That exuberance has spilled over into higher spending. Retail sales in the first two months of the year rose at a real annual rate of more than 7 per cent from the last quarter of last year. Although the stock market has stumbled in recent weeks it is still 30 per cent higher than it was a year ago. Capital investment is expanding rapidly.

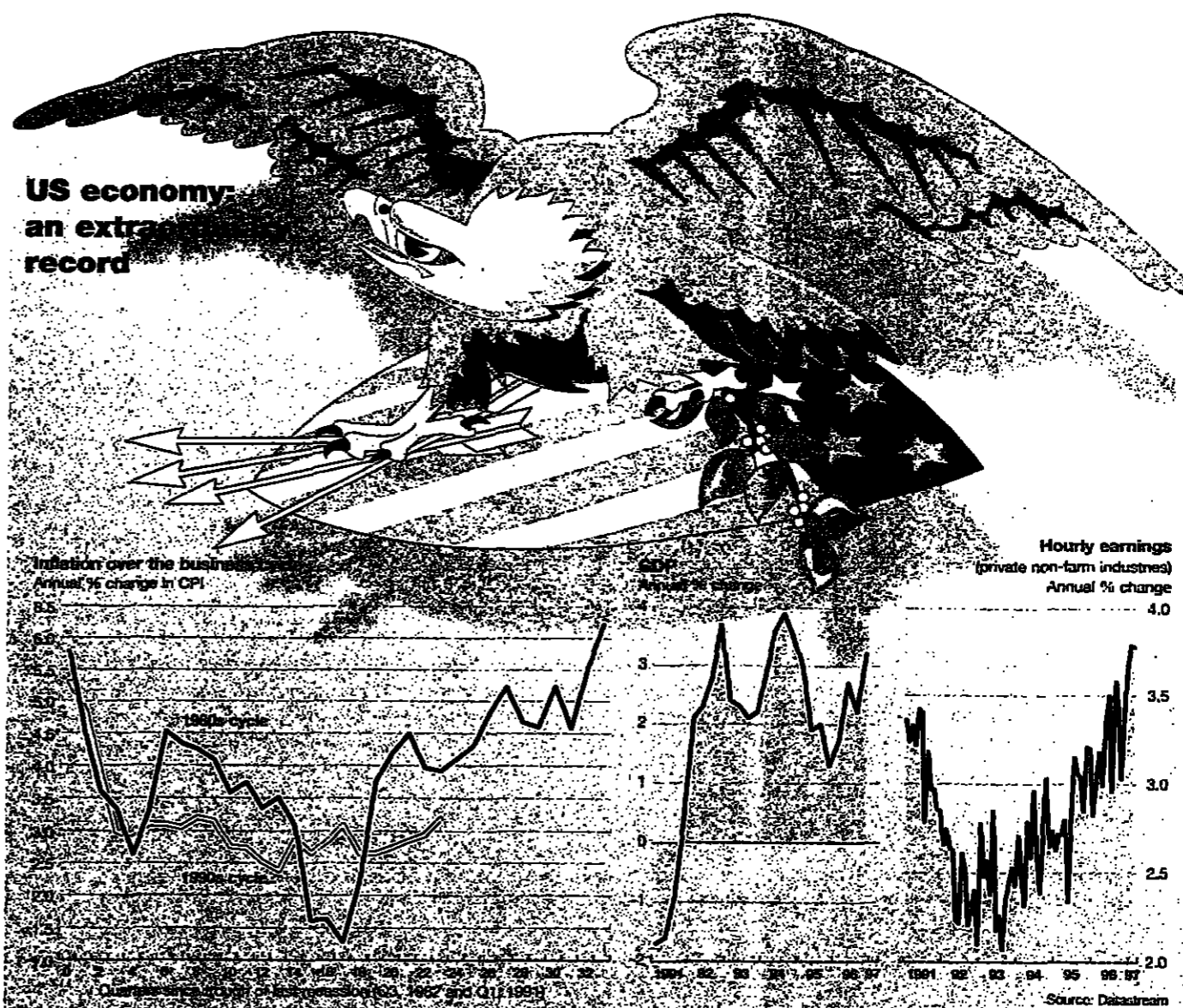
The continuing strong demand has pushed unemployment to near record lows. The jobless rate, currently 5.3 per cent, could well fall further in the next few months.

When the final data for the first quarter of this year are published next month, they seem certain to put the annual growth rate for the first three months of the year at about 3.5 per cent. That would follow a rate of 3.9 per cent in the fourth quarter of last year.

All this vigour would normally have been expected to translate into a surge in inflation, as strong demand for labour, goods and services outpaces the supply and leads inexorably to increases in wages and prices.

Accelerating inflation is considered virtually inevitable when output moves firmly above its long-term trend potential rate, as is clearly now the case.

The potential rate of US growth is officially estimated to be about 2.3 per cent. Six years into an expansion, an economy growing at least 1.2 per cent above its long-term potential rate is headed rapidly into the inflationary danger zone and usually needs



to be restrained with a foot on the monetary brake. Certainly, for the past two months, Mr Greenspan has been hinting that the good times may have become too good. Last week he repeated his warning that the Fed would act to tighten monetary policy pre-emptively, when it felt inflation threatened to rise again.

But, in spite of the mounting evidence of accelerating growth in the past six months, the Fed has not moved yet. The central bank does not usually wait this long for signs of a surge in growth to apply the brakes. In 1994, the last time it had raised interest rates to counter inflationary pressures, it tightened policy after just one quarter's evidence of well above-trend growth.

The reason for the Fed's forbearance this time is the stubborn refusal of inflation to show any signs of accelerating. Consumer prices have been rising at a low, stable rate of about 3 per cent for more than two years. Excluding the volatile food and energy component, the increase is just 2.5 per cent.

The Fed is on record as saying that the CPI probably overstates the true rate of inflation by at least 1 percentage point. That suggests the true level of consumer price inflation is as close to absolute stability as it is probably wise to go.

Consumer prices are merely the end of a long chain of inflationary indicators. Further up the chain there are precious few signs of rising cost pressures.

The rate of producer price inflation fell last year, and fell further at the start of this year, to an annual rate of just 2.2 per cent.

Labour, which accounts for the bulk of employers' costs, appears quiescent. In the current tight jobs market wages would have been expected to accelerate by now. But in the past year hourly wage costs rose just 3.8 per cent.

Some economists also argue that, because inflation is so low, monetary policy is already quite tight enough. At 5.25 per cent, the Fed funds rate, the main interest rate targeted by the central bank, is more than 2.5 per cent above the main measure of domestic inflation, the GDP deflator.

The long-term gap between the two figures has hovered around 2 per cent, which suggests current policy is already mildly restrictive.

What explains the continuing near-absence of inflation and how long will it last? Although there are a variety of explanations offered by economists, the Fed's officials point to developments in the labour market, and in particular to three critical determinants.

Productivity, especially in manufacturing, has improved markedly in the past two years. Manufacturing output per hour rose 3.9 per cent in 1996, reducing unit labour costs by 0.3 per cent for the year. Services productivity appears to have been stagnant but Mr Greenspan and other Fed

officials believe the official figures underestimate gains in output in this sector.

The main reason for the productivity improvements is probably the giant leap in the possibilities offered by computers, which have spread their benefits throughout the economy. Wage growth validated by productivity growth is not, of course, inflationary.

"We're watching carefully for any signs that wage pressures are mounting more than can be justified by productivity gains. We haven't seen that yet," was the recent verdict of Mr Michael Moskow, president of the Reserve Bank of Chicago and a member of the Fed's open market committee.

A second factor the Fed's economists cite is the slow growth of non-wage labour costs. The cost of health insurance for employers has fallen by more than 10 per cent in the last two years, thanks to changes in the management of healthcare. Other non-wage costs, such as additional employee benefits, have also been held in check.

But the most important component in the view of Mr Greenspan himself is worker insecurity. A much higher turnover of labour in the mid-1980s has heightened workers' concerns about the security of their employment prospects. That has made them much more reluctant to press for higher wages, in spite of their productivity improvements and the tight labour market.

"The willingness of workers in

recent years to trade off smaller increases in wages for greater job security seems to be reasonably well documented," Mr Greenspan himself said last month.

In recent months, however, as the pace of economic growth has quickened, there has been some evidence that this factor may be starting to fade. The number of people leaving their jobs voluntarily, a statistic regarded by the Fed as an important indicator of employment insecurity, has been rising steadily since the middle of last year, although it fell back again in February.

The Fed's policy makers are thus left with an ambiguous message. Productivity growth remains strong, offsetting the rise in unit labour costs, and presenting a continuing favourable outlook for inflation. But it may not be strong enough to offset the growing self-confidence workers feel about their job prospects as unemployment falls, a factor that seems certain to lead to a resurgence in wage demands.

On top of that, the pace of economic growth has clearly edged up into a range that will be considered by even the most optimistic of economists as too hot for comfort.

In the absence of clear evidence that the economy is about to lose momentum the Fed will probably conclude that the risks of waiting may be too great. An interest rate rise either tomorrow, or at the next meeting of the open market committee in May, seems increasingly likely.

## OBSERVER

## Driven to distraction

step down at Peugeot in September, is it possible that VGE is again ahead of the game?

"Never, never, never..." was the response of Peugeot-Citroën boss Jacques Calvet when asked if he would consider a merger with rival Renault. Louis Schweitzer, the Renault chief, has given similarly short shrift to the idea of a love match between France's two big carmakers.

But coolness on both sides has not prevented the notion of a tie-up attracting some influential supporters: former French president Valéry Giscard d'Estaing - Calvet's one-time boss - last week threw his weight behind the idea. He used an article in L'Express magazine to argue that a Renault-Peugeot marriage would be "the most advantageous" of all possible combinations for restructuring the European car market.

It would be too easy to write off VGE, as he is universally known in France, as a has-been who's lost his political clout. After all, his last high-profile intervention in policy matters - calling for a depreciation or devaluation of the French franc - turned out rather well. Since Giscard caused a stir with his comments last November, the value of one  $\text{FFr}$  has risen from about  $\text{FFr}5.22$  to  $\text{FFr}6.73$ . With Calvet, 65, due to

## Old mould

However much they feign indifference, stars at tonight's much-hyped Hollywood ceremony would give their eye teeth to pick up an Oscar. So it's refreshing to learn that Owen Siegel, proprietor of RS Owens, the Chicago metal-basher which makes the precious statues, can't remember the last time he went to the movies.

Not that Siegel, a sprightly septuagenarian, is off-hand about his work; each Oscar is hand-cast in pewter and plated with copper, then nickel, silver and finally gold. "You could pay for a couple of Emmys or Clifs with just the gold that goes into an Oscar," he says proudly, though he's keeping quiet about how much they cost to make.

## Bit parts

It's a topsy-turvy Europe says Michael Kühn, president of PolyGram Films. Entertainment, the company behind recent celluloid classics including *Four Weddings and a Funeral*, *Train Spotting* and *Priscilla Queen of the Desert*. Kühn and his cronies from other European film outfits want

member states to set up a modest guarantee fund of  $\text{Ecu}60m$  ( $\text{\$}60m$ ) to support the industry; at present most European film makers go to Hollywood for funding because local backing is scarce. Kühn says governments would not have to dip into national coffers - the fund could come out of part of the EU budget already allocated for the audiovisual sector. But the week after Germany announced a new  $\text{DM}1bn$  ( $\text{\$}500m$ ) subsidy for its shipbuilding sector, Kühn's optimism is fading. He points an accusing finger at the UK, the Netherlands and Germany, which are blocking the release of the funds - a depressing trio for the British president of a Dutch film company whose father was born in Berlin.

the valuables at her residence or shipping them out with her personal effects.

The cable was signed "Albright", although apparently all messages to foreign missions bear the signature of the secretary of state, whether or not she sees them. The message was in fact sent by the department's interior design and furnishings division, a spokesman earnestly explained.

## Forked tongue

The US State Department has been busy playing down a cable sent to its ambassador in Albania, urging her to take good care of embassy silverware.

The message reminded Marisa Lino - who's been presiding over the escape of hundreds of foreigners from the riot-torn Balkan state - of the department's "policy for safeguarding sterling silver furniture (cutlery) on the occasion of an evacuation". It said she should consider stowing

the valuables at her residence or shipping them out with her personal effects.

The cable was signed "Albright", although apparently all messages to foreign missions bear the signature of the secretary of state, whether or not she sees them. The message was in fact sent by the department's interior design and furnishings division, a spokesman earnestly explained.

## Some mistake

Mzi Khumalo, the former political prisoner who last week took over as chairman of JCI, the world's sixth largest gold producer, has been lauded as the new champion of black economic empowerment in South Africa. During a recent tour of his business, thousands of miners and their families turned out to see in the flesh the first black chairman of a South African mining house.

But news of this phenomenon has been slower to sink into the depths of the group's Johannesburg head office. When Khumalo first parked his car in the chairman's basement parking space, a JCI security guard rushed over to tell him that space was reserved for the boss. "But I am the chairman," explained Khumalo. With a frown the guard replied: "I'll have to check that."

## Financial Times

## 100 years ago

**The Cretan Crisis**  
The French marines have not been able to land owing to the roughness of the sea. The French and Russian troops are expected to arrive to-morrow, and the British and Austrian troops about the middle of next week. Copies of the proclamation of autonomy were handed to the insurgents at Alkrotiri yesterday evening. Three Turkish soldiers were surprised last night pillaging a Christian house at Haleja. On being discovered they fired on the Montenegrin gendarmes, who replied, killing one of the Turks.

**The Italian Elections**  
The decisive victory of the Government at the Italian elections has greatly relieved the Continental Bourses by removing one element of uncertainty from the situation. It will also enable Italy to act more firmly in support of Anglo-French policy in the Eastern question, thereby eliminating a source of weakness in the European Concert. The triumph of the Government is very thorough. 297 Ministerialists being elected against only 70 of the Constitutional Opposition, 17 Radicals and 6 Socialists, so that there is an overwhelming majority over all the other parties combined.

## Asian car production set to exceed demand

By Peter Montagnon,  
Asia Editor, in London

Asia's car production capacity is growing far in excess of forecast demand in the region, creating a risk of a serious shake-out by the end of the decade, according to a survey by DRI/McGraw Hill, the business researchers.

The research contradicts the common view that western car manufacturers can compensate for sluggish growth at home by relying on fast-expanding Asian emerging markets.

"With all manufacturers having ambitious plans to increase capacity and exports, we expect excess capacity to become a major issue in almost every Asian country by the end of the decade," said Mr Ashvin Chotali, author of the survey.

Top vehicle manufacturers

achieve capacity utilisation rates of more than 85 per cent from their plants in developing Asia. By 2000, they will find it hard to achieve rates of 75 per cent.

Across the region capacity utilisation is expected to drop to 57 per cent in 2000 from 67 per cent in 1995.

A particularly sharp drop is expected in South Korea where capacity is likely to grow rapidly as a result of Samsung's entering the industry in 1998 and Ssangyong's planned increase in production. Capacity use may drop to 52 per cent by 2001 from 72 per cent in 1995, the survey says.

Excess capacity plagues China already, especially in the passenger car sector which has been squeezed by cuts in government - the main buyers. Manufacturers there were selling at a loss last year.

While China's light commercial

vehicle market may recover with the economy, the car market faces structural problems, Mr Chotali said.

"Heavy promotional campaigns and price wars will plague vehicle manufacturers operating in India," Mr Chotali added.

"This is quite a turnaround. As recently as 1995 the market was supply-constrained and waiting lists for cars were common. A shakeout is inevitable."

Capacity in south-east Asia is expected to rise to more than 3m units by 2000 from 1.6m units in 1995, thanks largely to substantial investment in Thailand by General Motors, Ford, Mazda, Honda, Mitsubishi and Nissan.

Asian Automotive Industry Forecast, DRI/McGraw Hill, 1 Hartfield Road, London SW19 3RU. Tel +44 181 543 1234. Fax 545 6242.

## Business is business but sevens are heaven in Hong Kong

By John Riddling and  
Louise Lucas in Hong Kong

Businessmen are a hard-headed lot when it comes to Hong Kong, unruffled by its imminent return to China.

But as the final whistle blew yesterday at the last rugby world seven-a-side tournament before the handover, emotions slipped through the sun-froid. "It must go on. It would be a disaster if it didn't," said a tartan-clad executive from a UK blue-chip company which, like many groups, convenes a Hong Kong board meeting for sevens week.

Since the tournament was launched 22 years ago the sevens has established itself as a raucous spring ritual for businessmen and rugby fans. Roundabouts decamp to the stadium amid fervent crowds from abroad and the local, largely expatriate, community.

July brings uncertainty for all Hong Kong institutions. But like the smooth-running Fijians, victorious on the field, fans and organisers are confident the tournament will side-step the handover.

Part of the confidence comes from business. Hong Kong's annual sevens has been broadened this year to encompass the four-yearly world championship, and the event has injected some HK\$100m into the local economy, according to the local tourist association.

Businessmen underline broader benefits. "It's a tremendous opportunity for business-building interaction," says Mr Hung, who had four or five meetings lined up for Saturday.

Others point to the international nature of the sevens. "This is not a British event. It is a Hong Kong event," says Mr Simon Murray, chief executive for Asia Pacific at Deutsche Bank.

A stadium official points to teams from countries as divergent as Canada, the Cook Islands, Wales and Western Samoa.

Mr Tung Chee-hwa, the territory's future leader, underlined the need to keep international events in Hong Kong and predicted the tournament would thrive under China.

Most important, say rugby officials, is the growing support for the sport on both sides of the border. Local interest this year was spurred by the selection of the first ethnic Chinese player for the Hong Kong team, Chan Fuk-ping.

Mr Chiu Kwok-kwong, assistant director of the Hong Kong Rugby Football Union, believes China will emerge as Asia's rugby superpower. "Life in China is tough, and rugby is a tough sport," he said. "And, of course, they have 1.2bn people to choose from."

## THE LEX COLUMN

### Defensive measures

A horseshoe is supposed to be a symbol of good luck. But, in the context of the French defence industry, it could be a bad omen. Speak to defence executives from other European countries these days and there is much concern about French chauvinism: how France's insistence on controlling everything is making it hard to restructure Europe's industry. Talk then turns to "horseshoe" tactics: can they cut deals among themselves so that the French eventually feel so encircled that they come to the table?

France's chauvinism has been most obviously displayed in its approach to privatising Thomson-CSF, the defence electronics group. The government's attitude has been non-French groups are welcome only as subsidiaries. This provoked the first example of the horseshoe tactic: GEC's negotiations over defence collaboration with Italy's Finmeccanica. And if GEC acquires Siemens's defence businesses, the horseshoe will have a German side too.

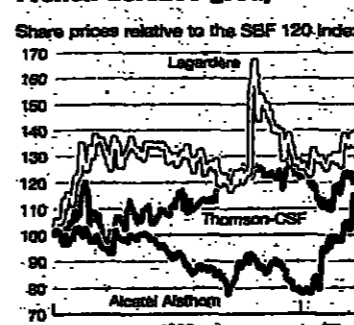
The danger that France ends up in splendid isolation has caused a subtle change in attitudes: now foreigners are being encouraged to support French bids for Thomson-CSF, though not to bid on their own. In aerospace, the risks of Fortress France are even greater: the country is already out on a limb because it is building the Rafale jet rather than the Eurofighter project. Unsurprisingly, state-owned Aérospatiale - which is about to merge with Dassault Aviation, leader of the Rafale project - is particularly anxious to keep lines open to the British and Germans.

But will this softening line be enough? Early signs are mixed. Mr George Simpson, GEC's new managing director, prefers managing businesses. So GEC is unlikely to agree to pooling its Marconi defence unit with Thomson in exchange for just a minority stake.

How this game plays out depends, in part, on the Germans. If France can rely on its traditional strong political links with its neighbour, it may be able to afford to take a nationalistic line. But increasingly, German commercial interests are aligned with Britain's: witness the Anglo-German front between British Aerospace and Daimler-Benz Aerospace on restructuring Airbus.

With Thomson-CSF, the issue will also be influenced by which French bidder wins: Alcatel or Lagardere. Alcatel has been presenting itself as

#### French defence groups



Source: Datastream

particularly keen to cut deals with non-French partners. The snag is that this would involve a U-turn by Mr Alain Juppé, France's prime minister, who originally backed the Lagardere bid.

But the biggest factor will be whether France sticks to its line that it should be in charge because it has the biggest defence businesses. This argument is fair enough, as far as it goes. But it ignores the fact that France's companies are neither the most profitable nor valuable. Nor does it take account of the fact that other big European countries are nationalistic too. So the recent apparent softening of France's position is probably not enough. More horseshoe tactics could be needed.

#### Bass

Bass looks set to be the Labour government's first corporate football. The incumbent government receives the Monopolies and Mergers Commission's report on Bass's acquisition of Carlsberg-Tetley today. But merging the brewers would mean instant job losses in the marginal Tory seat of Burton-upon-Trent during an election. So the report is almost certain to be donated to a new Labour trade and industry secretary.

Labour could in theory support Bass, whose arguments have some merit. The deal would push Bass's share of UK beer sales to around 35 per cent, but the market is highly competitive, with minimal returns on capital - even though C-T has been a hamstrung competitor. And if C-T has to limp back into the arms of an unwilling parent, Carlsberg, its competitive position will not improve. Indeed, more jobs could be lost than under Bass's plan. Nonetheless, Labour has

promised a more aggressive pro-competition policy, so it would be putting out crossed signals if this deal went through.

If it does not, the result is not disastrous for Bass. It would lose 280m (\$38m) from selling C-T back to Carlsberg, but since it would share C-T's 1997 profits, total losses would be below £20m. Allied Domecq would have to pay out 280m and get back 15 per cent of C-T. Worse still, its pubs would have to buy beer from C-T for another five years at "closer" to market rates, which means premium prices. But the real loser would be Carlsberg, which gets the majority of an unwanted loss-making brewer. If it cannot persuade someone like Anheuser-Busch to expand its UK presence by buying it, painful restructuring will be inevitable.

#### Stagecoach

Stagecoach shares hit the buffers last week as investors reflected on the South West Trains shambles, and deservedly so. It is not the threat of a fine which is the worry; the figure would be immaterial in share price terms. Nor does it look remotely likely that the franchise will be confiscated, tempting though that must be politically. Nevertheless, investors are inevitably starting to wonder whether initial cost-cutting hopes were over-optimistic. And more importantly, faith in Stagecoach's ability to digest a never-ending stream of deals can only have been shaken.

This raises the question: once hopes of yet more value-enhancing deals are stripped out, what is Stagecoach really worth? Start with the bus operations - tightly run but in a very mature market. To value their earnings stream on a market rating looks more than fair. Then take the Porterbrook rail leasing business. Most analysts think its cash flows are probably worth roughly 21m - 20 per cent more than Stagecoach recently paid for the business. Such figures rely heavily on profits after existing leases expire, which are anyone's guess. But for the sake of argument, take 21m and then assume £120m for the net present value of South West Trains. And what does this far from gloomy set of assumptions suggest? That Stagecoach's real worth is around 540p a share - nearly 30 per cent below the current price. Shareholders should be heading out of the station.

## Israel calls on Palestinians to crack down on terrorism

By Avi Machlis in Jerusalem

Israel yesterday pressed the Palestinian Authority to crack down on Hamas, the Islamic movement responsible for a suicide bombing which killed three Israelis in Tel Aviv last week.

"I want them to start fighting terrorism as they promised," said Mr Benjamin Netanyahu, Israeli prime minister, after a meeting of the inner cabinet. "Then we can discuss many other issues." There had been speculation that Israel would suspend peace talks as a result of the bombing.

Israel's senior ministers demanded that the Palestinians arrest Hamas activists, collect illegal arms and "tighten security co-operation" with Israel.

Earlier in the day Mr Jibril Rajoub, Palestinian security chief, met Mr Avigdor Kahalani, Israeli public security

minister, in an attempt to bolster co-operation in the aftermath of the suicide attack.

Israel closed its borders with the West Bank and Gaza immediately after the attack and a threat by Hamas to carry out more bombings.

After the meeting Mr Rajoub told Israel Radio: "Goals will not be reached with pressure. Co-ordination and dialogue is the only way." Nevertheless, senior Israeli military officials said a few hours later that Palestinian security forces were not co-operating with Israel in clamping down on Hamas.

Also yesterday Mr Ahmed Abdel Rahman, Palestinian cabinet secretary, traced the current Israeli-Palestinian crisis to Israel's move last week to build Har Homa, a Jewish neighbourhood on a hill called Jabal Abu-Ghneim in Arab east Jerusalem.

Palestinians had predicted widespread violence in reaction to the Israeli decision. At

least 100 Palestinians protesting about Har Homa were wounded at the weekend in clashes with Israeli soldiers on the boundary between Israeli and Palestinian-controlled areas in the West Bank town of Hebron.

After the inner cabinet meeting Mr Netanyahu repeated his accusation that the Palestinian Authority gave a "green light" to Hamas to carry out attacks against Israel, a claim rejected by Palestinians and the US.

Political analysts said Mr Netanyahu had to press the Palestinians to control Hamas as he had come to power on campaign promises to provide "peace and security" to Israelis. It was the first Hamas bombing since Mr Netanyahu was elected last May.

Mr Yasser Arafat, Palestinian president, rallied at Israel's determination to build Har Homa and criticised the US for thwarting a UN condemnation of Israel.

## Steel merger

Continued from Page 1

responsibility" and come to a "sensible settlement".

Anger against Germany's banks continued to mount because the UK-based investment bank subsidiaries of Deutsche Bank and Dresdner Bank are among Krupp's advisers, while the German parent banks are represented on the Thyssen supervisory board.

The IG Metall union at Thyssen has called on the company to sever links with Deutsche Bank and Dresdner Bank.

## Russian overseas bond issues

Continued from Page 1

return to health and the successful launch earlier this month of Russia's first D-Mark-denominated bond have established favourable conditions for other prospective Russian borrowers.

Russia's D-Mark-denominated bond, which was priced to yield 3.7 percentage points more than the equivalent German government bonds, will be used as a benchmark for Russian corporate and "quasi-sovereign" debt issues in the German currency. Russia's

debut dollar bond is trading at about 3.25 percentage points higher than equivalent US Treasury bonds.

Traders say that with coupons of 9 per cent or more, the expected bond issues will be priced to offer higher yields than most other emerging market bonds.

"There is a real shortage of high-yielding debt in the market at the moment," said a London bond trader.

"Russian debt will be very popular with investors both for its rarity value and for the returns on offer."

## EU WEATHER GUIDE

### Europe today

Much of Europe will be wet. The British Isles will have persistent rain. Ireland will have sun and showers. Northern France will also have rain, although the south will be mainly dry with sun and cloud. The Benelux will be overcast. Germany will have some sunny spells.

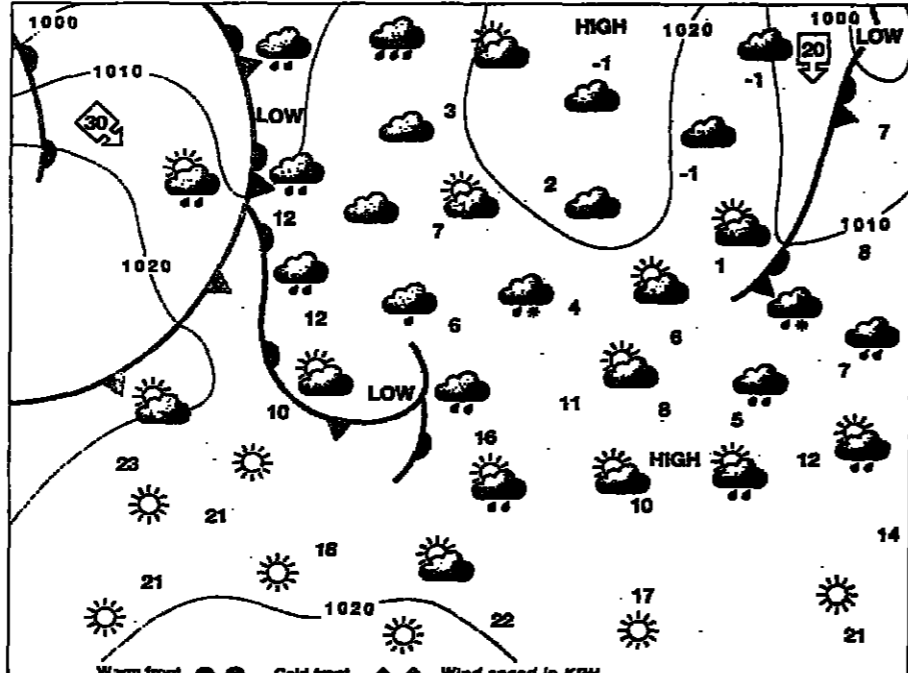
The Iberian peninsula will be mostly sunny. Northern Italy will have showers as low pressure stalls over the region.

The Swiss Alps will have snow above 1500 metres.

Most of the Balkans will have sun and cloud, but the Black Sea area will have rain and sleet showers.

### Five-day forecast

High pressure from the Atlantic will expand towards eastern Europe on Wednesday, resulting in fair conditions over central Europe. Northern Europe will be overcast and rainy, as a disturbance moves from the Atlantic into southern Scandinavia.



Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

### TODAY'S TEMPERATURES

Abu Dhabi	sun 16	Caracas	sun 16	Farø	sun 20	Madrid	sun 19	Rangoon	sun 35
Algiers	sun 18	Cardiff	sun 11	Frankfurt	cloudy 12	Majorca	sun 19	Reykjavik	sun 8
Amsterdam	cloudy 10	Casablanca	sun 20	Geneva	showers 14	Málaga	sun 18	S. Francisco	sun 24
Athens	sun 18	Chicago	sun 7	Glasgow	sun 10	Manchester	sun 12	S. Paulo	sun 24
Bangkok	sun 28	Cologne	sun 18	Hamburg	sun 10	Madrid	sun 14	Sydney	sun 24
Batavia	sun 28	Dakar	sun 24	Helsinki	sun 10	Mexico City	sun 24	Taipei	sun 24
Bombay	sun 28	Dallas	sun 25	Hong Kong	cloudy 19	Miami	sun 28	Tokyo	sun 24
Brussels	sun 11	Doha	sun 28	Honolulu	showers 28	Manila	sun 28	Yokohama	sun 24
Buenos Aires	sun 28	Dubai	sun 28	Jakarta	showers 28	Montevideo	sun 14		
Buenos Aires	sun 28	Dublin	showers 11	Karachi	sun 32	Moscow	cloudy -1		
Buenos Aires	sun 28	Dubrovnik	sun 11	Kuala Lumpur	sun 32	Nairobi	sun 28		
Buenos Aires	sun 28	Edinburgh	sun 11	Lima	sun 22	Nassau	sun 28		
Buenos Aires	sun 28			Lisbon	sun 22	Nice	sun 28		
Buenos Aires	sun 28			Luxembourg	sun 22	Nicosia	sun 28		
Buenos Aires	sun 28			Lyon	sun 22	Oso	sun 28		
Buenos Aires	sun 28			Madrid	sun 20	Paris	sun 28		
Buenos Aires	sun 28					Perth	sun 28		
Buenos Aires	sun 28					Rangoon	sun 35		
Buenos Aires	sun 28					Reykjavik	sun 8		
Buenos Aires	sun 28					S. Francisco	sun 24		
Buenos Aires	sun 28					Sydney	sun 24		
Buenos Aires	sun 28					Taipei	sun 24		
Buenos Aires	sun 28					Tokyo	sun 24		
Buenos Aires	sun 28					Yokohama	sun 24		

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